

**THE COMMON CHARACTERISTICS, CHARACTERS, AND PRACTICES OF
CHRISTIAN WOMEN IN BUSINESS LEADERSHIP**

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EXECUTIVE SUMMARY

Introduction

While increasingly complex, today's business world has become one of God's most used fields of influence, bringing the Kingdom to earth through Christians witnessing to millions of people in the workplace.

While the current U.S. culture and workplace are more hostile to Christians, the business environment for Christian businesswomen, in particular, is very accommodating. The National Women's Business Council's 2023 Annual Report says, 14 million women-owned businesses make up 39.1 percent of all U.S. businesses.¹ Women who identify as Christian (per the U.S. Census Bureau) make up 65% of working women², so we can extrapolate that out of the 14 million, 9,100,000 are Christian women starting, managing and leading companies.

This study aims to determine Christian businesswomen's typical characteristics, character, and leadership practices. Since limited data exist as of this writing, an interview-based survey of fifteen Christian businesswoman leaders in two age categories will be used.

Brief statement of the problem

Christian women leading in business have existed since the Bible was written. Though scarce and nominally documented in the Bible, the stories are there to uncover.

¹ National Women's Business Council, "NWBC 2023 Annual Report", accessed May 27, 2024, <https://www.nwbc.gov/report/2023-annual-report/>.

² United States Census Bureau, "Quick Facts: 2023", accessed May 26, 2024, <https://www.census.gov/quickfacts/fact/table/US/PST045221>.

There has been, and is still, a lack of data and research about Christian women leaders in the marketplace in the United States.

In recent years, while there has been a significant increase in Christian businesswomen becoming more visible through books, articles, theses and dissertations, blogs, radio interviews, podcasts, and speaking engagements, there are few, if any, documented research studies or formal studies about them. For Christian women to advance, to be more effective for Christ in business, and live out their calling fully in the marketplace, where God has placed them, the Christian community needs to know: that Christian businesswomen leaders exist, that they have unique God-given styles of leadership and female characteristics that enable them to succeed in the marketplace.

Brief background information

Christian women have served and led in the marketplace for thousands of years, yet their involvement has been mostly hidden, invisible, silent, and/or unacknowledged. While there are hundreds of books, scholarly papers, and articles written on Christian business, current research of Christian women in business leadership has unearthed the following scarce results:

Keyword Search	EBSCO ³	Searchworks ⁴	UNESDOC ⁵	Oxford Research ⁶	Semantic Scholar ⁷	Worldcat ⁸
Christian women in business leadership	0	35 ⁱⁱ	0	0	63 ^{vi}	2,819 ^{ix}
Christian women's leadership in business	2	35 ⁱⁱ	2,917 ⁱⁱⁱ	562 ^v	128	2,834
Christian businesswomen leaders	57 ⁱ	2	25	0	3,330 ^{vii}	42
Christian women leadership studies in business	0	2	2,597 ^{iv}	11	3,690 ^{xiii}	2,533

ⁱ analysis of results are about Islamic women, Jewish women, black women

ⁱⁱ analysis of results are of women in business, not Christian

ⁱⁱⁱ analysis of results of women in families, society, specific countries, cultures

^{iv} analysis of results are about women over a range of topics, not Christian

^v analysis of results are about women or leadership or business, some Christian but not all keyword results found

^{vi} analysis of results is about women, discrimination, and gender gaps in business, and several are useful for foundational research

^{vii} analysis of results is about Christian leadership, none on Christian businesswomen leadership

^{viii} analysis of results yielded several good sources for Christian women in business and secular studies of women in business leadership

^{ix} most on leadership or working women's issues, several on Christian women in business leadership

3 <https://web.p.ebscohost.com/>

4 <https://searchworks.org>

5 <https://unesdoc.unesco.org/> Digital Library

6 <https://oxfordre.com/OxfordResearchEncyclopedias>

7 <https://www.semanticscholar.org/>

8 <https://worldcat.org>

The largest sample of potentially applicable research results came from WorldCat (a collection of thousands of libraries globally) and SemanticScholarAI. An analysis of three hundred of the 2,800 results from WorldCat netted three sources on Christian women's leadership in business, which will be included in the thesis writing. Most Christian women leader sources include books and articles on women leaders in the bible, women leaders in history, and women's leadership in ministry or the church, not in business. The largest supply of resources from the search included Christian leadership or Christian business leadership, generically. These will not be sources as they do not include input, data, or research from Christian businesswomen. There were, however, several secular papers that may add context or contrast to this research development: "Challenging Assumptions: Gender, Peer Evaluations, and the Broken Rung in Leadership Trajectories", as well as "Upward mobility for women managers: styles and perceptions: part two."

In eighteen years of researching the state of Christian women in leadership in business (being one myself), based on my own needs for peer community, I have encountered the following: few Christian businesswomen mentors, a lack of role models, lack of support by management and peers, little encouragement, lack affirmation of my calling or my choice to work in business.

Research Questions

1. What are their personal and/or business values?
2. What are their leadership priorities?
3. What are their leadership styles and/or philosophies?
4. What are their faith at work practices?

Theoretical framework

The theoretical framework will most likely fall into the category of “feminist research,” which often embraces the tenets of action, participatory, and critical research methodologies.⁹ The research will be based on interviewing Christian women leaders in business (*see Appendix A: Master's Thesis Interview Questions form*). The terms “Christian woman”, “Christian businesswoman”, “Christian businesswoman leader”, “business”, “marketplace”, “leadership”, “GenX”, “Millennial,” and “Baby Boomers” will be defined.

The framework will include their personal and/or business values, their leadership style or philosophy, their leadership priorities, and their faith at work practices. *See Appendix B for the completed Trinity Research Ethics Checklist.*

Methodology

The methodology will be a qualitative method based on live interviews that are performed via phone or video conference for sixty minutes. There will be two research groups: Millennial and GenX Generation Christian businesswomen in leadership (ages 28-59) and Baby Boomers Generation Christian businesswomen in leadership (ages 60-79) since these women have markedly different cultural upbringings and factors. Both sample groups will include data collected from seven to eight women in each group.

⁹ Sharan B. Merriam and Edwin L. Simpson, *A Guide to Research for Educators and Trainers of Adults*, (Malabar, FL.: Kreiger Publishing Company, 2000), 136.

The data shall be analyzed using descriptive methods of analysis. The grounded theory methodology may then be employed during data analysis to uncover or modify the original thesis, due to the research being ground-breaking in nature.

Proposed Outline

- I. Research Concern
- II. Precedent Literature
- III. Biblical Basis for Women in Business Leadership
- IV. Interviews of eight: one Millennial and seven GenX Christian Businesswomen Leaders
- V. Interviews of seven Baby Boomer Christian Businesswomen Leaders
- VI. Data Summarization and Analysis of Millennials & GenX
 - a. Personal and/or business values
 - b. Leadership priorities
 - c. Leadership style or philosophy
 - d. Faith at work practices
- VII. Data Summarization and Analysis of Baby Boomers
 - a. Personal and/or business values
 - b. Leadership priorities
 - c. Leadership style or philosophy
 - d. Faith at work practices
- VIII. Collective Analysis of Millennial/Genx and Baby Boomer Generations, Common Characteristics
- IX. Collective Analysis of Millennial/Genx and Baby Boomer Generations, Commonality in Character

- X. Collective Analysis of Millennial/Genx and Baby Boomer Generations, Common Practices
- XI. Should Christian Women Lead in Business?
- XII. Conclusion
- XIII. Appendix A: Master Thesis Interview Questions
- XIV. Appendix B: Trinity Research Ethics Checklist
- XV. Appendix C: Interview Data of Millennials and GenX Personal and/or Business Values
- XVI. Appendix D: Interview Data of Millennials & GenX Leadership Priorities
- XVII. Appendix E: Interview Data of Millennials' & GenX Leadership Style or Philosophy
- XVIII. Appendix F: Interview Data of Millennials & GenX Faith at Work practices
- XIX. Appendix G: Interview Data of Baby Boomers Personal and/or Business Values
- XX. Appendix H: Interview Data of Baby Boomers Leadership Priorities
- XXI. Appendix I: Interview Data of Baby Boomers Leadership Style or Philosophy
- XXII. Appendix J: Interview Data of Baby Boomers Faith at Work practices

CHAPTER 1: RESEARCH CONCERN

Introduction to the Research Problem

Christian women have been in leadership roles since the beginning of Creation and are equally a part of God's plan and redemptive work. The stories of these women are scarce and marginally documented in the bible due to the patriarchal culture at the time the bible was written. In the first century, Jewish women were to be unobserved in public and were seen as inferior. This is not an opinion, but a fact documented in scripture and biblical scholarly texts.

Since then, and up until the twenty-first century, Christianity has been documented, taught, and preached from an androcentric, patriarchal perspective. This perspective has permeated all spheres of society, as Christians live and work in each area of culture, including business. As our introductory research has shown, there has been over the centuries, and still is a lack of empirical research and data about Christian women leaders in the marketplace in the United States.

In recent years, while there has been a significant increase in Christian businesswomen becoming more visible through writing books, articles, theses and dissertations, blogs, radio interviews, podcasts, and speaking engagements, there are few, if any, formal or documented research studies. This thesis seeks to uncover who Christian businesswomen are and how they lead.

Applied Research Thesis

This thesis seeks to identify and know how these women lead from a Christian perspective and answer the questions: What are their personal and/or business values? What are their leadership priorities? What are their leadership styles and/or philosophies? and What are their faith at work practices?

This study will focus on asking all of the subject women the same questions, and then sorting, summarizing, compiling, analyzing and combining their data into separate generations, and then analyze what they have in common, and what their differences are. Then the data will be compared to current leadership practices of the twenty-first century.

Delimitations of the Study

The scope of the research will be limited to fifteen women, eight of the Millennial and GenX generations, and seven of the Baby Boomer generation. The interview survey is limited in scope to address specifically the four focused questions outlined above.

Focus Statements

The focus is to uncover who these women are as leaders, what they do specifically, how they do it, and their common characteristics.

Terminology

Terminology included in this study: *Christian woman*. A woman who has given her life to Jesus Christ. *Christian businesswoman*. A woman who has given her life to Jesus Christ and who works in a for-profit organization. *Christian businesswoman leader*. A woman who has given her life to Jesus Christ, who works in a for-profit organization and manages other people, a department, or an organization. *Business*. The practice of making a living by engaging in commerce. *Marketplace*. The arena or world of trade. *Leadership*. The responsibility, authority, or action of leading a group of people or an organization. *GenX*. People born between the years

1965 to 1980. *Millennial*. People born between the years 1981 and 1996. *Baby Boomers*. People were born between the years 1946 and 1964.

Procedural Overview

The research design is based on a specific series of questions formatted into a questionnaire. The methodology will be a qualitative method based on live interviews that are performed via phone or video conference for one hour. There will be two research groups: the Millennial and GenX Generations of Christian businesswomen in leadership (ages 28-59) and the Baby Boomers Generation of Christian businesswomen in leadership (ages 60-79). The data shall be analyzed using descriptive methods of analysis. The grounded theory methodology may then be employed during data analysis to uncover or modify the original thesis, due to the research being ground-breaking in nature.

Research Assumptions

The assumptions begin with Genesis 1 in God's creation of man and woman, and His edict and authority granted to both of them.

"Then God said, Let us make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, and over all the creatures that move along the ground.

So God created mankind in his own image, in the image of God he created them; male and female he created them. God blessed them and said to them, Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground." (Genesis 1:26-28).

Since scripture states that God created male and female in "His own image", we can infer that God is male and female, and men and women are equal in all respects in God's eyes.

This thesis is written from an egalitarian vs. complementarian position. In addition, the author writes from the viewpoint of evangelical feminist theology, since I was born again in a

Reformed Theological church and have lived in the business world as a Christian woman leader. Evangelical feminist theology is rooted in the authority of Scripture and the sufficiency of Christ as savior and developed from a woman's perspective while holding that the Bible and history of theology are marked by androcentric patriarchal bias. This bias was active in first-century culture at the time the bible was written and has continued to be the basis on which Christianity as a formal religion has been defined, preached, and taught. This bias permeates all Christian theology taught in colleges, seminaries, and churches and is active in the minds of Christian men and women who work in business.

A significant distinction of feminist theology is the perspective that women's experience provides important data and insight for theological belief and interpretation and how they live out the word of God, especially in their work in business. Which is exactly what this thesis seeks to unveil.

CHAPTER 2: PRECEDENT LITERATURE

Our theological presuppositions are rooted in two areas of scripture. First, as stated in Chapter 1, God created male and female in His image, which puts men and women on equal footing regarding their reflective image of God, who is made of three persons: Father, Son, and Holy Spirit. Kevin N. Giles concurs in a CBE Priscilla Papers article in 2003 entitled *The Biblical Case for Women in Leadership*, he states: "In creation, God made man and woman equal in dignity and status, giving authority and dominion over creation to both (Gen. 1:27-28).

*"They are male and female, differentiated by divine act, yet equal in essence/nature/being and in authority."*¹⁰

Second, we then turn to the idea of spiritual gifts. In 1 Corinthians 12, Paul says this concerning spiritual gifts:

“Now about the gifts of the Spirit, brothers and sisters, I do not want you to be uninformed. You know that when you were pagans, somehow or other you were influenced and led astray to mute idols.

Therefore I want you to know that no one who is speaking by the Spirit of God says, “Jesus be cursed,” and no one can say, “Jesus is Lord,” except by the Holy Spirit. There are different kinds of gifts, but the same Spirit distributes them. There are different kinds of service, but the same Lord. There are different kinds of working, but in all of them and in everyone it is the same God at work. Now to each one the manifestation of the Spirit is given for the common good. To one there is given through the Spirit a message of wisdom, to another a message of knowledge by means of the same Spirit, 9 to another faith by the same Spirit, to another gifts of healing by that one Spirit, to another miraculous powers, to another prophecy, to another distinguishing between spirits, to another speaking in different kinds of tongues, and to still another the interpretation of tongues. All these are the work of one and the same Spirit, and he distributes them to each one, just as he determines” (1 Corinthians 12:1-11 NIV).

Paul is speaking to both men and women. Therefore, we can deduce that any spiritual gift can be given to either a man or a woman. And the Holy Spirit distributes them as he determines (again, not based on sex).

10 Giles, Kevin. *The Biblical Case for Women in Leadership*. CBE International (Publisher), 2003, Priscilla Papers, Issue: 3 Volume: 17 Page Numbers: 24-25, 2003.

Author Janelle L. Harrison seems to agree and notes in her article in Regent University's *Female Roles in Leadership and the Ideological Texture of 1 Timothy 2: 9-15*:

“An investigation into the nature of leadership roles reveals that the New Testament clearly indicates that leadership roles are assigned by God as a spiritual gift.

God bestows capabilities and positions upon individuals for his own purposes, these subjects told me, and when he looks for a human vessel, he 'sees' only the willingness of the soul to serve” (Kwilecki 1987, 66).”¹¹

Translating these spiritual gifts into modern terminology, they include Leadership, Administration, Teaching, Knowledge, Wisdom, Prophecy, Discernment, Exhortation, Shepherding, Faith, Evangelism, Apostleship, Service, Mercy, and Giving.

Two of these gifts, specifically leadership and administration, are gifts that are given to women and men and are used in work and the marketplace. We know that God gives these gifts and puts women in leadership in the marketplace, for His purposes.

I know this, because I am one, and I have had conversations over eighteen years with hundreds of Christian women in leadership in business.

Since there are no resources for data on Christian women leaders in business, we need to identify these women and extract the information from them, to create meaningful data based on their experience.

¹¹ Janelle L. Harrison, *Female Roles in Leadership and the Ideological Texture of 1 Timothy 2: 9-15*, Journal: Inner Resources for Leaders, Issue: 1 Volume: 3 Year: 2011.

Profile of the Current Study

We know that Christian women business leaders exist, and based on the absence of data on them, we have defined a specific survey broken down into predetermined areas, with accompanying questions: beliefs, background, journey, hindrances, and enablers, past and present.

The preferred method will be via live survey interviews, and a secondary avenue will be via written survey and written response. This thesis is based on scriptural truths, that women can, do, and are chosen by God to lead in business, and that He has placed them there.

And that the Holy Spirit can and does equip women with the spiritual gifts of Administration and Leadership, among others, to succeed and lead well in business, to God's glory.

CHAPTER 3: BIBLICAL BASIS FOR WOMEN IN BUSINESS LEADERSHIP

The evidence of working women leaders in scripture is seen in Acts, with Lydia (Acts 16) and Tabitha (Acts 9:36–43). Teresa Calpino, in her book *Women, Work and Leadership in Acts*, begins with this “First, and quite significantly, both Tabitha and Lydia are presented as working women who are not at all dependent on any man in their intimate circles. Both are without a husband, male guardian, or lawyers. Neither woman is shown as a mother with children. Their “single” status, or better said, independence, is remarkable given the ordinary conventions of the day.”¹²

¹² Calpino, Teresa J. *Women, Work and Leadership in Acts*. by Wissenschaft Liche Untersuchungen zum Neuen Testament II 361. Tübingen: Mohr Siebeck, 2014. pg. 2 4.16.25 access.

Calpino also notes in the Romanized Mediterranean world, there were greater opportunities for independence, ownership and expanded roles of women, outside of the home.

“Even married women could inherit and run businesses and retain use and usufruct of the wealth gained from these ventures without intermediary lawyers.”¹³

Regarding Tabitha’s industriousness, it is clear that she housed, fed, and clothed a community of “widows” in her residence, by making inner and outer garments. Ivoni Richter Reimer, author of *Women in Acts of the Apostles: A Feminist Liberation Perspective*, notes that Tabitha’s works were not alms or crumbs from the table of the rich, but products of her own hands.¹⁴

Rosemarie Scotti Hughes cites in her article “A Biblical WorldView in Support of the Worth of Women’s Work”, J. Lee Grady’s book, *10 Lies the Church Tells Women*, (2000, 153). Grady lists as Lie #9 the statement that women should not work outside of the home.

He posits that today's church operates with a mindset from the Industrial Revolution--that men went to work, and women were in charge of the home and children. “Before then, mother, father, and children were all likely to be employed in either a craft, or trade, or some kind of family business. There was no concept of a full-time domestic mother. There is no definition in the Bible of this person, either.

¹³ Calpino, 4.

¹⁴ *Women in the Acts of the Apostles: a feminist liberation perspective* by Richter Reimer, Ivoni, 1959- Publication date 1995 Publisher Minneapolis: Fortress Press Collection internet archive books; in library.

The woman in Proverbs 31, who is often cited as providing for her family, is actually a composite woman, who tends to her household but also is active in the marketplace and commerce”.¹⁵ Another working woman leader in scripture is the judge and prophetess Deborah, the fourth judge of Israel, recorded in the bible books of Judges 4 and 5. Her Godly leadership endeavors were political, governmental, and militaristic. It is also inferred through several scholarly texts, that she was a businesswoman, who owned crop-producing lands.

The Aramaic Targum Jonathan, for example, indicates that Deborah had “palms in Jericho, vineyards in Ramah, olives in the plain of Bethel.” In other words, Deborah had trade interests of the kind which are described as disrupted in the Song at Judges 5:6, “in the days of Jael, caravans ceased, and wayfarers went by roundabout paths.”

The text here is certainly suggestive of economic tensions as background to the military conflicts and alliances between the Canaanites, Israelites, and Kenites.

Most intriguing for us, the text suggests prominent roles in trade for women such as Jael and Deborah, as well as political and legal authority.¹⁶

In the book *Leadership Legacies*, by Catherine B. Hunt shares that she has always had Christian women leaders around her, at home and at church. Then in the context of the international network of the Women's Missionary Union (WMU).

¹⁵ Reimer, 26.

¹⁶ "A biblical worldview in support of the worth of women's work." The Free Library. 2006 Forum on Public Policy, 16 Apr. 2025 <https://www.thefreelibrary.com> accessed 4.16.25.

She states her view regarding Christian women in leadership “The question is not whether a woman *can* or *should* lead, but whether she *will* lead, and *how* and *what*.¹⁷

Chapter Summary

Chapter 3 explores the scriptural and historical support for women in business leadership, using examples from the New Testament and scholarly interpretations. The chapter centers on notable biblical women—Lydia, Tabitha, and Deborah—as models of independent and entrepreneurial female leadership.

Lydia (Acts 16) and Tabitha (Acts 9) are highlighted as early examples of financially independent women. Scholar Teresa Calpino notes that both operated outside traditional male dependency, functioning autonomously in a Romanized society that offered expanded roles for women, including business ownership and financial independence.

Tabitha is celebrated for her industriousness, housing and supporting widows through garments she crafted herself. Scholar Ivoni Richter Reimer emphasizes that Tabitha’s work was self-generated labor, not charity. The chapter critiques the modern church’s view, influenced by post-Industrial Revolution norms, that women should not work outside the home. J. Lee Grady,

¹⁷ Leadership Legacies: lessons for Christian women leaders by Allen, Catherine B and Hunt, Alma
Publication date 2000 Publisher Birmingham, Ala.: Woman's Missionary Union Collection internetarchivebooks;
<https://archive.org> accessed 4.16.25.

cited by Rosemarie Scotti Hughes, debunks this idea as a distortion not grounded in biblical texts. The Proverbs 31 woman is used as an example of a woman engaged in both domestic responsibilities and active commercial enterprise.

Deborah, the prophetess and judge, is another key figure. She held political, legal, and possibly business authority. Ancient texts suggest she owned agricultural lands and had economic influence, especially during times of trade disruption. Scholar interpretations, including from the Aramaic Targum Jonathan, support this view. Finally, the chapter includes a personal reflection from Catherine B. Hunt, who affirms the presence and importance of Christian women leaders in her life and emphasizes the ongoing responsibility of women to lead with purpose and faith.

The chapter asserts that biblical narratives and historical context provide a strong foundation for affirming women's roles in business leadership, challenging traditional limitations placed on them within modern church culture.

CHAPTER 4: INTERVIEWS OF EIGHT CHRISTIAN MILLENNIAL AND GENX BUSINESSWOMEN LEADERS

In 2024, the following Christian women leaders in business were interviewed, via Google Meet, in a live video interview format, utilizing a printed consistent series of questions. Each interview followed this interview format to capture their professional journey, leadership principles, characteristics, practices and wisdom. The four questions pertinent for this thesis were pulled from the full interview, to answer the question of these women's character, characteristics, and practices. All interviews conducted were for sixty to seventy-five minutes. A transcribing app called OTTER.AI, was used to capture the interview content. Interviewees include: Alyse Quinn, TenFold, Founder, Millennial August 8, 2024; Brooke Boltz, Boltz Legal, Founding Attorney, GenX August 27, 2024; Krystal Parker, U.S. Christian Chamber of Commerce, President, GenX

September 16, 2024; Dionne Nichols Germaine, Live Your Best Life for You, Inc., Chief Forgiveness Officer, GenX , August 29, 2024; Michelle Mojoica, Mojica Real Estate Team, Founder, GenX July 22, 2024; Dr. April Minetrea, Psychologist, GenX, September 24, 2024; Sonya Morgan, SJ Morgan Private Lending Exchange, Broker/Owner, GenX, October 25, 2024; and DeeAnne Barnes, Evans Tool and Die, CEO/President, GenX, August 28, 2024.

Chapter Summary

In 2024, a series of interviews were conducted with prominent Christian women leaders across various industries to explore their professional journeys, leadership principles, and personal practices. The interviews followed a consistent format and were designed to delve into their character, characteristics, and wisdom.

CHAPTER 5: INTERVIEWS OF SEVEN CHRISTIAN BABY BOOMER BUSINESSWOMEN LEADERS

In 2024, the following Christian women leaders in business were interviewed, via Google Meet, in a live video interview format, utilizing a printed consistent series of questions. Each interview followed this interview format to capture their professional journey, leadership principles, characteristics, practices and wisdom. The four questions pertinent for this thesis were pulled from the full interview, to answer the question of these women's character, characteristics, and practices. All interviews conducted were for sixty to seventy-five minutes. A transcribing app called OTTER.AI, was used to capture interview content. Interviewees include Mary Conley Eggert, Global Water Works, Founder, September 18, 2024; Deb Brown Maher, Sell Like Jesus, Author, August 22, 2024; Victoria Burch, Colorado Realty Advisors, LLC, President,

September 26, 2024; Dr. Anne Patterson, Womens Telehealth, CEO, September 23, 2024; Janey Walker, Classic Mailing Solutions, LLC, CEO, August 14, 2024; Susan Springsteen, H2O Connected LLC, CEO adn Co-Founder, October 19, 2024;and Caroline Mendez, called4, LLC, Founder and Chief Catalyst, October 12, 2024 (interviewed by her mother, Dr. Pamela Bailey).

Chapter Summary

In 2024, seven Christian women leaders in business were interviewed via Google Meet using a standardized set of printed questions. The purpose of these 60–75 minute interviews was to document their professional journeys, leadership principles, character traits, and business practices. The interviews were transcribed using OTTER.AI, and four key questions were selected for analysis in this thesis to explore the women's character and leadership approaches. The interviewees included founders, CEOs, and authors from various organizations, providing diverse perspectives and insights into Christian leadership in the business world.

CHAPTER 6: DATA SUMMARIZATION AND ANALYSIS OF MILLENNIALS AND GENX CHRISTIAN WOMEN

Personal And/or Business Values

In the analysis of these eight women’s personal and business values, it is clear that they are one and the same. Their personal values and business values are not separated based on what they are doing, or whether they are at work, or not. Their values are rooted in who they are as a disciple of Christ.

The main overarching commonalities among them include: servant leadership, service, putting others first and others needs above their own, love, being Jesus’s hands and feet to their

employees, clients and community, authenticity, the fruits of the spirit, which include love, joy, peace, patience kindness, goodness, gentleness, faithfulness and self-control.

The top three values among these women include: servant leadership, love, and the fruits of the spirit, which include love, joy, peace, patience, kindness, goodness, gentleness, faithfulness and self-control.

The first of these values are in direct alignment with much that is written about Christ-based business leadership. In 1970, Robert K. Greenleaf introduced the concept of servant leadership into secular literature; his ideas were based on the theory that leadership is not about the leader. Authentic servant leadership lays ego and selfish behavior aside, emphasizing the needs and desires of the community and others.¹⁸

The second common value, love, was a tenant of business leader and evangelist, Billy Graham. In the book *The Leadership Secrets of Billy Graham*, by Myra and Shelley, the authors note “Billy has taken this command from his Leader (Jesus Christ) very seriously.

18 “Christian Leadership in a Secular World”, The Journal of Applied Christian Leadership, By Janet Jones and Samantha Murray and Kelly Warren, Posted on September 1st, 2018, accessed 5.11.25.

To many ears, the fact that Billy would call employees like Sherwood Wirt “beloved” sounds strangely foreign.

But the word not only comes from the bible, but it was also what Billy felt toward his fellow disciples and what he determined to make central in his life.”¹⁹

The third and most common characteristic is the fruit of the spirit. The fruits of the spirit can only be manifested and displayed by a follower of Christ, who is filled with the Holy Spirit.

Dr. Jim Harris writes about inviting and using the power of the Holy Spirit in business, in the book, *Our Unfair Advantage*. He states in Chapter 2 “The greatest business decision you will ever make is to be a Spirit-led leader.”²⁰

He goes on to say that there is no other better or bigger decision for a Christian to make in business leadership.

Leadership Priorities

The analysis of these women’s leadership priorities aligned well with their values. Consistently, each woman mentioned God first, as her priority, and her relationship with Him, as the basis for her leadership. and that everything she is and does flows from that right relationship. Most of these women noted the following as their priorities as a leader: biblical principles, excellence as unto the Lord, happiness of their clients and staff, stewarding the heart and dreams of their

19 The Leadership Secrets of Billy Graham, Authors: Harold Myra, Marshall Shelley **Publisher:** Zondervan, 2010 isbn={9780310565888}, url={<https://books.google.com/books?id=pfrjcQDFsa4C>}, year={2010}, publisher={Zondervan} accessed 5.11.25.

20 Our Unfair Advantage: Unleash the Power of the Holy Spirit in Your Business , Dr. Jim Harris, May 4, 2021, High Bridge Books, Waynesville, NC.

clients and staff, developing their team members, servant leadership, and service.

God, family and service, in that order, were shared as their main priorities.

Each of the Millennial and GenX women leaders mentioned God first, as her priority, and her relationship with Him, as the basis for her leadership.

And that everything she is and does flows from that right relationship. The top three priorities include: biblical principles, happiness of their clients and staff, and service. A quick search of the terms “biblical principles in business” books, rendered two-hundred books written on the topic, as of May 12th, 2025.

The faith at work movement has been in existence; most experts agree, since the 1980s. Regarding these women’s first priority of being grounded in her relationship with Christ, author Richard Chewning, summarizing a chapter by Dr. J. Phillip Wogaman, describes these Christian women business leaders perfectly, in the book *Biblical Principles and Business: The Foundations*.

“Dr. Wogaman’s conclusion is powerful - Christian business professionals have a true ministry in the marketplace, but only if our *identity* is in Christ, and not worldly success.”²¹

The second priority identified, the happiness of clients and staff, is rooted in scriptures such as 1 Corinthians 10:24, Philippians 2:3-4, Matthew 20:26 and Galatians 5:13.

21 Biblical Principles and Business: The Foundations Author: Richard Chewning Series: Christians in the Marketplace Published: 1989 by Navpress Publishing Group, Nav Press, Colorado Springs, CO accessed 5.12.25 Internet Archive.

In so doing, these leaders represent Christ in their business. Peter G. Northouse, author of *Leadership, Theory and Practice*, agrees with and labels this priority as altruistic leadership.

Placing their followers' welfare first in their plans. He writes "In the past decade, the service principle has received a great deal of emphasis in leadership literature. It is clearly evident in the writings of Block, Covey, De Pree, Gilligan, and Kouzes and Posner, all of who maintained that attending to others is the primary building block of moral leadership."²²

Service to others was the third top priority. Service to staff and clients is another biblical principle that is rooted in scripture, and evidenced by how Jesus lived and served, as in Matthew 20:28 "Just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

From The Gospel Coalition's perspective on faith at work in the article *Customer Service Done the Christian Way*, in 2021, the article cites author Tim Chester's observations in the book *Gospel-Centred Work*: "A right perspective on God frees us to serve other people better.

Without it, we only serve them for what we get out of it—winning their approval or avoiding their rejection. But putting God first frees us to serve other people in love."²³

Leadership Style or Philosophy

The essence of the data suggests that these leaders' character of who they are being, versus what they are doing, is the foundation of their leadership style or philosophy. We see similar threads of service and stewardship of people as the main priorities. In this topic, as well as the Leader

22 Leadership: Theory and Practice" by Peter G. Northouse in APA format: Northouse, P. G. (2022). Leadership: Theory and Practice (9th ed.). SAGE Publications.

23 Customer Service Done the Christian Way, July 27, 2021 | Dayo Adewoye, The Gospel Coalition, Africa Edition, <https://africa.thegospelcoalition.org/article/customer-service-done-the-christian-way/>, accessed 5.12.25.

Priorities and Personal and/or Business Values, it is interesting to note the absence of “business topics” such as profit, return on investment, sales, management, processes, or accounting mentioned as major focuses. This is, perhaps, a distinction to be explored in later chapters.

These can be categorized as “female management traits”, in alignment with how God created women, vs. men. The first attribute of their leadership style is encouragement. Encouragement is at the basis of a management style called the “coaching management style”.

Richard Stearns, president emeritus of World Vision US, and previous CEO of Parker Brothers and Lenox, says one of his few management regrets is not having known the power of encouragement earlier in his career.

In his book, *Lead Like it Matters to God*, he laments “I wish I had better understood the power of encouragement to motivate others, lift performance and help the people around me realize their full, God-given potential.”²⁴

The second part of their philosophy, listening, is a high-level leadership skill. Paul T.P. Wong in his white paper *Best Practices in Servant Leadership* says “Listening to others with openness and empathy, most leaders, especially preachers, like to do the talking rather than listening. Learning how to listen is the most important skill for servant leaders.

24 *Lead Like It Matters to God: Values-Driven Leadership in a Success-Driven World (Lead Like It Matters to God Set)* Hardcover – March 30, 2021 by Richard Stearns, Intervarsity Press, Westmont, IL pg. 191.

Listening is essential for the development of understanding and sensitivity.”²⁵

The third most common trait is a focus on developing others. Norehouse summarized the key characteristics of servant leadership, by Laub and Wong, and Davey, both identified the top key characteristic of a servant leader as developing people and serving and developing others.²⁶

Faith At Work Practices

The faith at work practices are varied, being visibly proactive, as well as reactive or passive. Some do not overtly display their faith at work, but most of the women interviewed are proactively bringing God, prayer and living out the Great Commission in their businesses, and through their leadership.

Their proactive practices include: faith-related signs in their conference rooms, their testimony on their website, God-based business tagline, bible studies in the office, corporate chaplain on staff, faith-based media posts, watching sermons in weekly staff meetings, and coaching staff in their spiritual life as part of their work coaching.

Passive or less visible faith at work practices include personal prayer and scripture reading privately, watching for opportunities to go deeper with someone during the workday, praying for staff, clients and others privately, asking staff or clients when a need arises if they

25 Best Practices in Servant Leadership Servant Leadership Research Roundtable – July 2007 Paul T. P. Wong Ph.D. Tyndale University College Dean Davey M.A. Friendship Baptist Church, .pdf 8 accessed 5.12.25.

26 Leadership: Theory and Practice" by Peter G. Northouse in APA format: Norehouse, P. G. (2022). Leadership: Theory and Practice (9th ed.). SAGE Publications. pg. 230.

can pray for that person, gratitude journaling, and being in community with fellow Christian leaders, formally as in a CEO Roundtable, or organizations, such as Christian chambers.

The top three most common practices include: responding to evangelism opportunities, bible studies in the office, and personal prayer regarding their business, employees and opportunities. In researching these topics, there appears to be no documented research on praying, evangelizing and providing bible studies at work. It may be that these practices are too recent, or still too uncommon in the marketplace.

In the book *Business as Mission*, Michael A. Baer, defines what a Godly seamlessly integrated business leader looks like vs. simply a Christian “overlay”. “Since this leader views business as a part of God’s call, he or she ministers in it, from it, and through it.”²⁷

Chapter Summary

The chapter reveals that the personal and business values of eight Millennial and GenX Christian women are indistinguishable—they integrate faith into every aspect of their leadership and life. Their values are rooted in their identity as followers of Christ. Their shared top values are servant leadership, love, and the fruits of the spirit.

These align with Christian teachings and are reflected in key thought leaders like Robert Greenleaf (servant leadership), Billy Graham (love in leadership), and Dr. Jim Harris (Spirit-led leadership).

²⁷ *Business as Mission: the power of business in the kingdom of God* by Baer, Michael R, Publication date 2006 Publisher Seattle, WA: YWAM Pub. 8 accessed 5.13.25, pg. 144 accessed 5.13.25.

Regarding leadership priorities, they share the following: God and their relationship with Him, biblical principles, client and staff happiness and service to others. Their leadership flows from their spiritual foundation, aiming to reflect Christ in their work.

They see leadership as ministry, where spiritual identity takes precedence over worldly success.

Their leadership style focuses more on who they are (character) rather than business operations. Notably absent are topics like profits or ROI. Their top three shared traits of leadership styles include encouraging others: uplifting and motivating their team, listening: practicing empathy and understanding, and developing others: mentoring and empowering staff. These qualities reflect a coaching and nurturing approach often aligned with servant leadership and Christ-like behavior.

Their faith at work practices vary from proactive to passive. Proactive expressions include bible studies at work, faith-based business messaging, spiritual coaching and corporate chaplains. Passive expressions include private prayer, gratitude journaling, and discerning opportunities for deeper spiritual conversations. These practices represent a seamless integration of faith and leadership, as described by Michael Baer's concept of "Business as Mission."

Millennial and GenX Christian women leaders embody a deeply integrated, Christ-centered leadership model. Their priorities and practices emphasize character, service, and faith over traditional business metrics, offering a compelling model of spiritual and ethical leadership in the modern marketplace.

CHAPTER 7: DATA SUMMARIZATION AND ANALYSIS OF BABY BOOMER CHRISTIAN WOMEN

Personal And/or Business Values

The personal and business values are reflective of the Christian women's seasoned years. The most commonly stated values are integrity, honesty, transparency, excellence, and serving others. Their values in addition include impact, growth, relationships, giving generously, speaking life-giving words of encouragement, customer first, wisdom, servant leadership, obedience, caring, accountability, God first, then family second, and serving third. The most commonly stated values are integrity, honesty, transparency, excellence, and serving others. Honesty and Integrity is highlighted in Chapter 1 of the book *The Bible on Leadership*, by Loren Wolfe. The author cites not only several visible businessmen's view of integrity and honesty being the top core values of a leader, but several key biblical leaders, such as Moses, Isaiah and Jeremiah as well. "James Kouzes and Barry Posner, one of the best-known teams of management experts in the United States, and authors of *The Leadership Challenge*, performed a survey of thousand people around the world, and several hundred case studies. They found that honesty was the most frequently cited trait of a good leader,"²⁸

28 *The Bible on Leadership: From Moses to Matthew-Management Lessons for Contemporary Leaders* June 2002, AMACOM/American Management Association Lorin Wolfe, accessed 5.15.25.

Regarding the principle of transparency, Camilla Klein, in an article entitled *The Power of Christian Leadership: 8 Principles You Need to Know*, mentions transparency as one of the key elements of integrity: “Honesty: A Christian leader speaks the truth and does not deceive others. Transparency: A transparent leader is open and honest about their actions and decisions.”²⁹

Leadership Priorities

The leadership priorities collectively are focused on developing others.

The priorities include developing future leaders, connecting team members with their true identity in Christ, knowledge, listening to others, strength, standing by their principles, guiding and coaching others. God, family, business, ministry and people, in that order.

Glorifying God, and excellence unto Him. One CEO in particular asks herself five questions in evaluating a matter: Is it good? Is it fair? Is it just? Is it right? and Is it wise? These women's top leadership priorities include developing future leaders (which includes guiding and coaching others), and standing by their principles of God, family, and service, in that order.

Cheryl Bachelder, notably the most successful (and only Christian) CEO of Popeyes Louisiana Kitchen, implemented several of these priorities into the leadership culture of the

²⁹ <https://christianeducatorsacademy.com/the-power-of-christian-leadership-8-principles-you-need-to-know/> The Power of Christian Leadership: 8 Principles You Need to Know Camilla Klein Published: March 19, 2025 accessed 5.15.25.

company. In her book *Dare to Serve* (2015), she states that one of the top six principles established was “we coach and develop our people. Our study of servant leadership had convinced us that coaching and developing people was a signature trait of a servant leader company,”³⁰

Leadership Style or Philosophy

The leadership styles and philosophies are distilled into several key philosophies: Being a steward of God’s business, seeing their business as a ministry and running it like a Kingdom company, and listening first and well.

The philosophy of “seeing their business as a ministry” is a foundational philosophy of faith-based companies nationally.

In the white paper, “Faith at Work”, by Russell Shorto, an American author, historian, and journalist, he writes about a now one-hundred-year-old bank that originated in Otsego, Minnesota. “Riverview Community Bank's first annual report is to 'use the bank's Christian principles to expand Christianity.' If that wasn't clear enough, Ripka put it in even starker terms for me: 'We use the bank as a front to do full-time ministry.'”³¹

The philosophy of “seeing their business as a ministry” is a foundational philosophy of faith-based companies nationally. In the white paper, “Faith at Work”, by Russell Shorto, an

30 Cheryl Bachelder, *Dare to Serve*, Berrett-Koehler Publishers, Inc, Oakland, CA 2015, 5.13.25, pgs. 83, 91.

31 <https://www.nytimes.com/2004/10/31/magazine/faith-at-work.html>, Faith at Work, Russell Shorto, 10.31.2004.

American author, historian, and journalist, he writes about a now one-hundred-year-old bank that if that wasn't clear enough, Ripka put it in even starker terms for me: "We use the bank as a front to do full-time ministry.'³²

The leadership style of "Being a steward of God's business", is also an overarching style amongst faith-at-work leaders, company founders and CEOs. Business as Mission, a leading resource of faith-at-work, describes the steward of God's business this way " God has mandated His people to be good stewards of creation, to create resources for the good of society, to love God first and then love our neighbour, and to take the gospel to all nations.

Thus, a business as mission company includes spiritual transformation as a measure of business success, alongside social, environmental and economic concerns—and has a special concern for the poor, marginalized and unreached peoples."³² Both of these philosophies are high-level concepts that require and reflect spiritual maturity, and often are a result of walking for years with the Lord.

Faith At Work Practices

The overall concept that stems from these women's faith at work practices, is that they "are" the faith at work practice. The top three most common faith at work practices include prayer over everyone and everything, all day long (vs. just prayer in the morning and/or evening), sharing

³² <https://businessasmission.com/the-world-is-open-for-business-and-the-bible-is-too/>, The World is Open for Business and the Bible is Too! 6 February 2025/in BAM 101: Introduction, Features, Integration, Latest/by Jo Plummer.

scripture where and when appropriate, and intentional, active prayer and dialogue with the Lord over business activities and decisions.

These practices are often different from, and at a “higher-level” of practice than the everyday Christian, who goes to church, and may pray during the week.

These practices are rooted, again in their relationship with Jesus Christ, as the steward of His business, and as such, is consulted frequently on decisions, goals, and plans, etc. It is a partnership, as well as a submitted, surrendered relationship to His Kingdom purposes. Prayer in business is now a well-studied and documented practice among leaders.

In a 2003 *Christianity Today* article entitled, *Prayer, Incorporated: growing numbers of businesses count intercessors as a corporate asset*, the article states “businesses are increasingly offering prayer in the office, as well as hiring prayer intercessors, to pray for their business and employees.”³³ The fact that this is a prevailing concept, is proof that prayer is now a common business management and leadership tool.

Kingdom Advisors International, a leading faith at work organization that guides Christian business leaders and organizations in integrating their faith, has this to say about the role of prayer in business on their website: “For Christian business leaders, the additional desire to remain faithful to God’s principles while navigating these challenges can feel overwhelming.

³³ “Prayer, Incorporated: Growing numbers of businesses count intercessors as a corporate asset” Ken Walker <https://www.christianitytoday.com/2003/07/prayer-incorporated/>, accessed 5.25.25.

Without a reliable framework, decision-making can become reactive and short-sighted, leading to burnout, strained relationships, and compromised values. In these moments, prayer serves as an anchor, offering clarity, guidance, and peace.”³⁴

Chapter Summary

Baby Boomer Christian women prioritize values such as honesty, integrity, transparency, excellence, and serving others. These values are deeply rooted in biblical principles and leadership literature. Other cited values include wisdom, obedience, accountability, giving, relationships, and putting God first.

Sources highlight the spiritual basis for these values, referencing both scripture and leadership experts like James Kouzes and Barry Posner.

A strong emphasis is placed on developing others, especially future leaders. Leadership is aligned with a God-family-business-ministry hierarchy.

Core priorities include coaching, guiding, listening, standing by Christian principles, and glorifying God through excellence. Cheryl Bachelder, former CEO of Popeyes, exemplifies this model by integrating servant leadership and coaching into corporate culture.

Their leadership style is defined by stewardship, ministry through business, and active listening. Businesses are viewed as platforms for ministry and Kingdom impact, not just profit.

³⁴ <https://kingdomadvisorsintl.com/2025/01/23/the-role-of-prayer-in-corporate-decision-making/> The Role of Prayer in Corporate Decision-Making by admin-lawrence-kingdom, Christianity Today, July 2003.

Being a steward of God's business involves integrating spiritual, social, and economic goals—especially concern for the marginalized. Faith is actively practiced through continuous prayer, scripture sharing, and consulting God on business matters.

This deep integration goes beyond casual Christianity—marked by a spiritually mature, surrendered partnership with Christ. Prayer is now recognized even in broader business circles as a legitimate and effective leadership and management tool.

Organizations like Kingdom Advisors International stress prayer as essential for maintaining values and clarity in business leadership. This chapter paints a clear picture of how Baby Boomer Christian women integrate faith, values, and leadership to influence their businesses and communities in a way that is both spiritual and strategic.

CHAPTER 8: COLLECTIVE ANALYSIS OF MILLENNIAL/GENX AND BABY BOOMER GENERATIONS, COMMON CHARACTERISTICS

The Christian businesswoman leaders' common characteristics are distilled down to the following: servant leader, who listens well, and actively, who leads with love, peace, patience, kindness, goodness, gentleness, faithfulness and self-control. She is defined by serving her team members with what they need to excel at their work, and serving clients well, beyond "good customer service". Her management style is marked by encouragement. A main characteristic of her leadership is as an evangelist, looking for and responding to opportunities to share the good news of Jesus Christ in business dealings, and as a conscious, intentional habit in her daily work. She is characterized as a steward of the business God entrusted to her, running her business as a ministry and Kingdom company.

Active listening is an intentional, developed skill among great leaders. “Effective leaders recognize they can accomplish great things only by being in relationship with others, practicing authentic listening and acknowledging the contributions of others. Authentic listening requires us to set aside our inner chatter, biases, and concerns to be fully present with the other person. The gift of presence is not a state of fixing things, having the answers, or solving the problem; it is a state of being present with the person where they are. Many problems can be solved by actively listening and gently helping people clarify their situation. Presence can be a mirror to reflect back to the person the clarity they seek.”³⁵

A 22-page article by Rebecca Havens in *The Journal of Biblical Integration in Business*, supports a Christian woman’s management style. Havens observes that women tend to lead in business from a collaborative and interpersonal style, she labels “web structure”, versus men, who typically lead from a hierarchical, authoritarian or top-down style. She notes that this makes women more effective and successful business leaders. “As women continue to assume positions of influence in the public sphere, they are countering the values of the hierarchy with those of the web, which affirms relationships, seeks ways to strengthen human bonds, simplifies communications, and gives means an equal value with ends.”³⁶

35 Value-Creating Communication. Cashman, Kevin, Executive Excellence. Nov2000, Vol. 17 Issue 11, p9. 1p. 2 Database: EBSCO Management Collection. accessed 5.27.25.

36 Womenomics and the New American Workforce Majority Rebecca A. Havens Point Loma Nazarene University, 2013, *The Journal of Biblical Integration in Business*, accessed 5.24.25.

Chapter Summary

This chapter examines the shared traits of Christian businesswomen leaders across the Millennial, Gen X, and Baby Boomer generations. These women are defined by their **servant leadership**, characterized by qualities such as **love, patience, kindness, faithfulness, and self-control**. They prioritize **serving their teams and clients** beyond standard expectations, using **encouragement** as a core management strategy.

A key element of their leadership is **evangelism**, intentionally sharing the Christian faith through their work and relationships. They view their businesses as **ministries and stewardships** of God's resources.

The chapter emphasizes the importance of **active listening** as a developed and essential skill for effective leadership. Authentic presence, rather than fixing problems, is highlighted as vital for understanding and supporting others.

A referenced article by **Rebecca Havens** supports the notion that Christian women lead more effectively due to their **collaborative "web structure" style** as opposed to traditional **hierarchical, top-down male leadership styles**. This web-based approach fosters relationships, strengthens communication, and values both the process and the outcome, contributing to the success of women in business leadership.

CHAPTER 9: COLLECTIVE ANALYSIS OF MILLENNIAL/GENX AND BABY BOOMER GENERATIONS, COMMONALITY IN CHARACTER

The Christian businesswoman's character is in alignment with the aforementioned characteristics and is clearly led by the Holy Spirit. The commonalities of their character include leading with love. Foundationally, her values and behavior exhibit integrity, honesty, transparency, and excellence. She lives and works with clear priorities of excellence as unto the Lord, and the main priorities of God, Family and Service, in that order.

Their leadership stems from a character rooted in who they are in Christ, as His ambassador in and through business.

Their character has been shaped through their relationship with Christ to be a minister, steward and participant in using business as a way to advance the Kingdom of God.

As such a leader, they partner with the Lord, connected to Him throughout the workday, in active dialogue with the Holy Spirit and partnership with the Lord. Being honest, transparent and in integrity are three of the traits identified by Camilla Klein, in an article on "How to be a Christian Business Leader: 7 Essential Traits."

She believes honesty is the foundation of integrity. "Being truthful, straightforward, and sincere in all communications and actions builds trust and credibility with others. Transparency means being open and candid about decisions, processes, and outcomes. It requires clear and concise communication that is easily understood by all involved."³⁷

³⁷ How to Be a Christian Business Leader: 7 Essential Traits Camilla Klein Published: April 15, 2024
<https://christianeducatorsacademy.com/how-to-be-a-christian-business-leader-7-essential-traits/>.

She also believes that being your word and keeping your words and actions in alignment are crucial. “Integrity is crucial for any Christian business leader. By keeping promises and commitments, you demonstrate that you are trustworthy, reliable, and accountable.”

Chapter Summary

This chapter explores the shared character traits of Christian businesswomen across Millennial/Gen X and Baby Boomer generations. Despite generational differences, these women display consistent values rooted in their faith in Christ. Their leadership is shaped by the Holy Spirit and guided by foundational principles such as **love, integrity, honesty, transparency, and excellence**.

Key priorities in their lives and work are **God, Family, and Service**. These leaders view their business roles as extensions of their ministry, aiming to advance God’s Kingdom through their professional efforts. Their character is continually formed by an ongoing relationship with Christ, fostering a daily, active partnership with the Holy Spirit.

Highlighted traits—**honesty, transparency, and integrity**—are essential. Honesty is seen as the bedrock of trust and credibility. Transparency involves open and understandable communication, and integrity means honoring commitments and aligning words with actions.

The chapter reinforces that for Christian business leaders, personal character and spiritual alignment are inseparable from professional leadership.

CHAPTER 10: COLLECTIVE ANALYSIS OF MILLENNIAL/GENX AND BABY BOOMER GENERATIONS, COMMON PRACTICES

The common practices of Christian businesswomen leaders include actively working to ensure the happiness of their clients and staff, developing their team members and developing them to be future leaders. Service, again, is a hallmark practice of their leadership and businesses.

The most common faith at work practices are holding voluntary bible studies in the office, and personal and/or office-based prayer over their business, team members, and business operations and opportunities.

Holding bible studies at work is a more common practice today than a century ago but they appear to be kept as a private business practice. There are several potential reasons for this, namely the persecution and prosecution of companies that implement any type of Christian evangelism, and the confusion of the legality of faith at work practices. Regarding bible studies at work, Dee Barnes, President of Evans Tool and Die, in Conyers, Georgia, is open and vocal about their Christian practices.

She shares her faith at work practices in the book *TRAILBLAZERS*, (2025), by author Caroline A. Mendez: “We have our weekly devotion every Wednesday, and we've had it for almost thirty years. Every Wednesday we pause and stop the plant from running. The employees have a choice to come.

It's voluntary, so you can come if you want to, but you don't have to work at that time. And so for thirty minutes every Wednesday, we have a guest pastor come in, and we also have ministers that work with us as employees, and they get to speak a devotion. We do praise reports and prayer requests. We pray for people. We open our meetings with prayer.”³⁸

Service and developing others are two hallmarks of Michelle Robinson, CEO of Shine Like a BOSS. As a panelist at Liberty University's Leadership for Worldchangers Summit, in

2021, she said her life has been a series of assignments that she wouldn't have had the confidence to complete without God's guidance.

“He takes us on a journey, He shows us the steps, He guides us, He leads us, and for me today in Shine Like A BOSS, everything that we're doing is ‘Building Others,’ ‘Sowing’ into other people, and ‘Serving.’”³⁹

These Christian businesswomen leaders are in good company. Hobby Lobby is one of the two most visible and highly regarded Christian companies nationally.

David Green, Hobby Lobby's founder's practices are noted in an article entitled “*Is Hobby Lobby a Christian Company? Uncover the Surprising Truth Behind Their Beliefs.*”

“David Green, Hobby Lobby's founder, openly practices his Christian faith, which significantly impacts the company's values and mission.

38 Threads of Wisdom: TRAILBLAZERS: The professional journeys of 15 trailblazing Christian businesswomen CEOs and their best advice and wisdom for eternal success. January 11, 2025, Caroline A. Mendez, Duluth, GA.

39 Female CEOs share testimonies, leadership principles for world-changers October 7, 2022: By Ted Allen - Office of Communications & Public Engagement. <https://www.liberty.edu/news/2022/10/07/female-ceos-share-testimonies-leadership-principles-for-world-changers/> accessed 5.24.25.

Chapter Summary

This chapter explores the shared practices among Christian businesswomen leaders from Millennial, Gen X, and Baby Boomer generations. Common traits include a strong emphasis on service, developing others into future leaders, and ensuring the well-being of both clients and staff.

A consistent theme is integrating faith into the workplace. Many of these leaders hold voluntary Bible studies and prayer sessions for their teams, although these practices are often kept private due to legal concerns and potential backlash.

An example is Dee Barnes of Evans Tool and Die, who has hosted weekly devotionals for nearly 30 years, demonstrating how faith and business intersect in practical, ongoing ways.

Michelle Robinson, CEO of Shine Like a BOSS, emphasizes how her business journey is guided by God, focusing on “Building Others,” “Sowing,” and “Serving.” She credits her success and assignments to divine direction. Larger faith-led enterprises like Hobby Lobby are also highlighted. Founder David Green incorporates Christian values deeply into the company’s operations, including offering prayer meetings and Bible studies. Overall, the chapter underscores that across generations, Christian businesswomen are united by a leadership model centered on service, spiritual guidance, and personal development within the framework of faith.

40 Is Hobby Lobby a Christian Company? Uncover the Surprising Truth Behind Their Beliefs by Adam Phillips / April 16, 2025, <https://thewitness.org/is-hobby-lobb-y-a-christian-company/>accessed 5.26.25.

CHAPTER 11: SHOULD CHRISTIAN WOMEN LEAD IN BUSINESS?

The topic of “should” Christian women lead in business continues to be a hotly contested conversation, with solid theological arguments for pro and con. In Caroline Spencer’s paper “Christian Women and Corporate Leadership”, she asks: “*If we accept that the Bible teaches male headship, then should Christian women accept positions in the corporate workplace where they will be leading men?*”⁴¹

On the one hand, Spencer cites what John Piper, American Theologian, and author, believes “I’m not sure what the answer is [to the question: should women accept positions in the corporate workplace where they will be leading men].

When my pastor gave a sermon on 1 Timothy 2 recently, he said he was reluctant to apply the bible’s teaching to spheres beyond the church because the bible didn’t go there. I kept thinking: is it really that simple?

If we’re going to take Genesis 1-3 seriously then shouldn’t that play out into all spheres of life because God’s design is good, and right? I guess I need more than a one sentence answer [my italics].”⁴²

41,42 Spencer, Caroline. Christian Women and Corporate Leadership. Documents, 2011. <https://jstor.org/stable/community.32028896>. accessed, 4.16.25, 5.24.25. pgs 42-44.

In alignment with Piper, J.L. Packer, an evangelical theologian, seems to come to the same conclusion: “While I am not keen on hierarchy and patriarchy [male headship] as terms describing the man-woman relationship in Scripture, Genesis 2:18-23...and Ephesians 5:21-33...continue to convince me that the man-woman relationship is intrinsically nonreversible. By this I mean that, other things being equal, a situation in which a female boss has a male secretary, or a marriage in which a woman (as we say) wears the trousers, will put more strain on the humanity of both parties [my italics] than if it were the other way around.

This is part of the reality of creation, a given fact that nothing will change.”⁴³ In summarizing the for and against arguments, Spencer thoughtfully concludes: “If a particular Christian woman, considering a certain position, is not confident that she could adopt appropriate leadership styles and an appropriate manner, then the right decision is to pursue another position.

For to say ‘yes’ to a position where she is not able, by and large, to respect male headship is, to use the words of Piper, compromising her own feminine personhood.”⁴⁴

In contrast to prohibiting women to lead and work in business, theologian Wayne Grudem writes, "What we find in the Bible is that God has given commands that establish male leadership in the home and in the church, but that other teachings in his Word give considerable freedom in other areas of life. We should try not to require either more or less than Scripture itself requires."⁴⁵

43,44,45 Spencer, pgs. 34-36.

This is wise counsel based on solid biblical theology. We are taught to neither add, nor subtract from scriptures. There are no scriptures that specifically address prohibiting women from leading in business.

As has been discussed in Chapter 3, several biblical examples are given of Old and New Testament women who did lead in business, as well as government, politics, and the military.

A google search of “Christian businesswomen's organizations in the United States” on May 25, 2025, netted a return count of 32,700,000 hits. A google search of “Christian businesswomen's leader organizations in the United States” netted a return count of 12,200,000. This clearly shows the existence of Christian women in business, as well as Christian women in business leadership. As of 2025, there are thousands of Christian women in business leadership organizations, meet-up groups, associations, Facebook groups and LINKEDIN groups.

Caroline A. Mendez, author of the book *Threads of Wisdom: Trailblazers*, provides an estimated count of Christian working women (since few, if any statistics exist).

“Starting at the top, in 2023, about 58.56 million women were employed on a full-time basis in the United States. Using extrapolation, we need to create some statistics of Christian working women, since statistics for them do not exist.

According to 2023 Gallup polling, 68% identify with a Christian religion. So we'll get at the number of Christian working women by multiplying 58,560,000 times 68 percent. That gives us 39,820,800 Christian working women in the U.S. There are 14,000,000 women-owned businesses, so if we apply the 68% to see the Christian women business owners, that translates to 9,520,000. These statistics are increasing every year.”⁴⁶

And if, as a believer, we believe God is sovereign, then He has ordained these women to work, and has placed them there in business leadership, for such a time as this, and for His good pleasure and glory. Whether it is right or wrong, we are not the judge, cannot and should not judge. But the evidence of the good works of Christian women in business leadership are well documented, and numerous.

Take Roma Downey, for example. Her accomplishments are noted on a website article entitled “*Meet the 8 inspirational Christian women billionaires: How faith and diligence built their empires*”. Roma Downey is a celebrated actress, producer, and philanthropist. She is best known for her role in the television series *Touched by an Angel*. Downey and her husband, Mark Burnett, co-founded LightWorkers Media, a production company dedicated to creating faith-based and uplifting content.

Their notable projects include ‘The Bible’ miniseries and ‘Son of God’, which reflect their commitment to spreading Christian values through media.”⁴⁷

Based on their worldwide reach and productions, we could easily estimate this one Christian woman's evangelistic efforts through her business have touched millions, if not tens or hundreds of millions.

46 Mendez, Caroline A. Threads of Wisdom: TRAILBLAZERS Book 2 of 2: Threads of Wisdom Series. Duluth, GA: Caroline A. Mendez, 2025. Paperback – January 11, 2025, Publisher, Caroline A.Mendez, Duluth, GA.

47 Meet the 8 inspirational Christian women billionaires: How faith and diligence built their empires Admin September 14, 2024, <https://smartandrelentless.com/8-successful-christian-business-women-billionaires/>

Stretching this concept of evangelism at work from one businesswoman to many, we could use the data Mendez developed in her book *TRAILBLAZERS*, noted above.

We could project the influence of 9,520,000 Christian businesswomen owners. The most common number of people we meet in our lifetime is 80,000, from [OurWorldinData.org](https://ourworldindata.org).⁴⁸ Since it is well documented we spend a third of our life at work, we can then project that if 9,520,000 are representing Christ through their work, and a third of the 80,000 are met through our work, the potential influence collectively would be 9,520,000 times 24,000 work contacts, for a total of 228,480,000,000. That is two-hundred billion more than the population of the world, which is 8.2 billion!⁴⁹

Chapter Summary

Chapter 11 explores the ongoing debate within Christian communities about whether women should assume leadership roles in business, especially when those roles involve authority over men.

The chapter draws on theological perspectives, data, and real-world examples to present arguments both supporting and challenging this idea.

48 Max Roser (2023) - "The limits of our personal experience and the value of statistics" Published online at OurWorldinData.org. Retrieved from: 'https://ourworldindata.org/limits-personal-experience' [Online Resource]<https://ourworldindata.org/limits-personal-experience>

49 <https://www.worldometers.info/world-population/>

Arguments Against Women Leading in Business:

1. **Theological Concerns:** Theologians like John Piper and J.I. Packer suggest that biblical male headship, rooted in Genesis and reinforced in passages like Ephesians 5, implies that leadership by women over men—even outside the church—may conflict with God’s design. Packer argues that female leadership over men can strain natural human roles.
2. **Practical Discernment:** Caroline Spencer, in her paper *Christian Women and Corporate Leadership*, proposes that if a Christian woman feels she cannot lead in a way that aligns with respecting male headship, she should decline the position to avoid compromising her identity as a woman.

Arguments in Favor of Women Leading in Business:

1. **Biblical Freedom:** Wayne Grudem counters that the Bible limits male headship to the home and church, granting freedom in other areas, including business.

Biblical Examples: Chapter 3 (referenced here) highlights examples of women in the Bible who led in business, politics, and military roles.

2. **Modern Evidence:** A massive online presence (millions of search results) and statistical projections show that Christian women are highly active in business leadership today. Caroline A. Mendez estimates over 39 million Christian working women in the U.S., with more than 9.5 million owning businesses.

The chapter ends with an evangelistic outlook, suggesting that the collective workplace influence of Christian women in leadership is immense—potentially impacting hundreds of billions of people, far exceeding the global population. High-profile Christian leaders like Roma Downey exemplify how women can integrate faith and business effectively, reaching millions through their work.

While theological caution exists, especially among some conservative scholars, the chapter affirms that many Christian women feel called to lead in business. The impact of their leadership is measurable and significant, and their presence in the workforce may be viewed as part of God's sovereign plan. Judging their roles should be approached with humility, recognizing the fruit of their work and the freedom Scripture allows.

CHAPTER 12: CONCLUSIONS

Applied Research Thesis

This thesis seeks to identify and know how these women lead from a Christian perspective and answer the questions: What are their personal and/or business values? What are their leadership priorities? What are their leadership styles and/or philosophies? and What are their faith at work practices? This study will focus on asking all of the subject women the same questions, and then sorting, summarizing, compiling, analyzing and combining their data into separate generations, and then analyze what they have in common, and what their differences are. Then the data will be compared to current leadership practices of the twenty-first century.

Implications of Findings

The findings demonstrate that Christian women in business leadership roles embody a deeply integrated faith, which consistently shapes their leadership style, decision-making, and workplace culture. Across generational lines, participants prioritized God, family, and service over profit or recognition. Their shared commitment to biblical values such as love, integrity, and servant leadership affirms that spiritual maturity and Holy Spirit guidance are foundational

to their approach. This challenges secular leadership paradigms and suggests that faith-based leadership offers a distinct and impactful model.

Applications of Findings

These insights can serve multiple audiences:

- **For Christian women in business**, this study provides affirmation of their divine calling and encourages them to lead boldly and faithfully.
- **For leadership development programs**, the findings highlight the importance of integrating spiritual formation with leadership training.
- **For churches and faith-based institutions**, the study underscores the need to recognize and support women in business as active participants in Kingdom work.
- **For businesses**, it presents a model where ethical, servant-oriented leadership is not only effective but spiritually transformative.

These women's practices—ranging from prayer and mentorship to decision-making based on discernment—offer tangible models for faith in action.

Further Study

Future research could expand the sample size and explore additional cultural and ethnic contexts to examine how race and background influence faith-driven leadership. Comparative studies between Christian men and women in business could also offer insights into gendered expressions of faith in leadership. Additionally, longitudinal studies could assess how these leadership values evolve over time or during significant business or spiritual milestones. There is

also potential to explore the impact of these leaders on their teams, communities, and industries more systematically.

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APPENDIX A: MASTER THESIS INTERVIEW QUESTIONS

- I. What personal and/or business values do you lead by?
- II. What are your priorities as a business leader?
- III. What is your leadership style or philosophy?
- IV. What are your faith at work practices?

APPENDIX B: TRINITY RESEARCH ETHICS CHECKLIST

Date	<u>1.23.25</u>					
Student Name	<u>Caroline A. Mendez</u>			Student ID	<u>2221253003</u>	
Title of Research	THE COMMON CHARACTERISTICS, CHARACTERS, AND PRACTICES OF CHRISTIAN WOMEN IN BUSINESS LEADERSHIP					
Degree Program	<input type="checkbox"/> Non-Degree	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor Degree	<input checked="" type="checkbox"/> Master Degree	<input type="checkbox"/> Doctoral Degree	
Department	<input type="checkbox"/> Biblical Studies	<input type="checkbox"/> Theology	<input type="checkbox"/> Biblical Counseling	<input checked="" type="checkbox"/> Biblical Leadership and Ministry		
Concentration	<hr/>					
Purpose (Check One)	<input type="checkbox"/> Dissertation Research	<input type="checkbox"/> Major Writing Project	<input type="checkbox"/> Capstone Research	<input checked="" type="checkbox"/> Thesis Research	<input type="checkbox"/> Other	
Human Subjects (Check all that apply.)	<input type="checkbox"/> No Human Subjects	<input type="checkbox"/> Age 17 or Under	<input checked="" type="checkbox"/> Age 18 or Older	<input type="checkbox"/> Vulnerable Population		
Risk Assessed (Check One)	<input type="checkbox"/> Vulnerable Population	<input type="checkbox"/> High Risk	<input type="checkbox"/> Medium Risk	<input type="checkbox"/> Low Risk	<input checked="" type="checkbox"/> Bibliographic Research	

Please initial *each* of the following statements as affirmation of your intention to comply in full with the protocol, and then sign and date this petition.

 X I have accurately described my research design in my proposal, and, to the best of my ability, have indicated the resulting level/s of risk to human subjects on this *Research Ethics Checklist* form.

 X I understand that if I make changes and/or additions to my research design, any and all such changes must be approved by my research supervisor prior to use.

 X I understand that any instrumentation that will be used to collect data from human subjects must be approved by my research supervisor prior to use, including field-testing instruments as well as finalized instruments.

☒ I understand that in order to use copyrighted material or instrumentation in my research, I must have written permission from the copyright holder to be able to do so prior to its use in data gathering or reproduction in my study.

☒ I understand that I must make every effort to prevent and avoid plagiarism on my part in the use of ideas or works of others quoted or inferred in my research.

☒ I will implement in full the research protocols outlined in the *Research Ethics Evaluation and Expectations* letter that I will receive from Trinity as a result of this petition.

☒ I understand that my petition will only be evaluated if the following documents are submitted *together* to Trinity:

- This *Research Ethics Checklist* (Trinity form)
- Research Proposal (content as required by course or degree)
- Instrumentation (1 copy of each purchased or self-created form)

Respectfully submitted,

Caroline A. Mendez

Signature

Optional Comments

4.15.25

Date

APPENDIX C: INTERVIEW DATA OF MILLENNIALS AND GENXERS' PERSONAL AND/OR BUSINESS VALUES

Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom: TRAILBLAZERS

- Our family motto is “The Quinns don’t quit,” and we live that out in every aspect of our lives and work. My personal mantra is to "Be a leader in service to others," and Tenfold’s values align with this mindset. We emphasize faith, joy, leadership, and growth in everything we do. 2
- In both business and life, being a disciple—a lifelong student of Christ—is my North Star. It guides my decisions, leadership, and the way I serve others, keeping me focused on what truly matters. 2
- I run my business by my Christian values and principles. Primarily, the core value is to treat others how you would want to be treated and put their interests above my own. 4
- The model of intimacy, impact, and income. Another way to say it is that prayer is the priority. Prayer is a part of everything. From that, we are taking care of people. And then projects come last. 6
- So that's kind of the corollary. Prayer, people, and projects -just like intimacy, impact, and income. 6
- A deep sense of appreciation and gratitude at all times, and love. I know that is my purpose on this earth. Collaboration, integrity, and operating in a spirit of excellence. 8
- I run my business by the values of the bible: servant leadership, and try to incorporate the fruits of the spirit within my business. So, love, joy, peace, patience, kindness, goodness, gentleness, faithfulness, and self-control. Those are some of the intrinsic values that I use. 10

- Justice, mercy, humility, and peace. When I'm running my business, it's very important to me to do the right things. If I say I'm going to do something, then I do it. And if I don't, if I make some type of mistake that costs money, then I step in and fix it. I want to have integrity in my business in any way that I possibly can, and I want to treat people well. When somebody is purchasing a home, a business, or a building, it's a huge purchase. It's one of the biggest purchases people have in life. There are a lot of emotions wrapped up in that, and people can get emotional with you and upset with you, but it has nothing to do with you. This is about the service that I provide to people. This is about walking as Jesus's hands and feet to our clients and to my employees. One of my biggest philosophies is I don't hire just Christian people. I hire people. And then I serve them as I know that this is who God brought into my life for me to have an influence on. For me, to show God's love and to show generosity. When I'm in my business, all my dealings are about being God's hands and feet to my community, whether it's my employees or it's the people that I'm serving. 12

- Authenticity and transparency. 13

- Well, the way I look at it is, if God says this is what I'm supposed to do. I do it. When I have peace about it, and I pray on it, it's what we're doing. As I told you, last year, I had to shut down my real estate company, and that was the hardest thing because I felt God gave me that business for twelve years to grow, and it was something of my own. But when God says, "You're done here, you're doing this", I pray on it, and when I wake up, I say, "Hey, I have that peace in my heart; this is what we're doing". I make fast decisions, and we move. 13

APPENDIX D: INTERVIEW DATA OF MILLENNIALS AND GENXERS' LEADERSHIP PRIORITIES

Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom: TRAILBLAZERS

- My priority is to apply biblical principles to leadership, which is something I've been focusing on more in recent years. It's a shift in perspective that has transformed how I approach decision-making and growth. 2
- I also strive to stand on the shoulders of giants—I never want to be the smartest person in the room. I intentionally surround myself with people who are smarter or more experienced than me so we can grow together. It's about avoiding comfort zones and pushing each other toward excellence, much like iron sharpens iron. This is especially important when leading in a fast-paced environment, as it helps both individuals and the business flourish. 2
- My priority is that my client is happy and that my staff are happy, that's it. It's that simple. I want those people to be happy because that allows my business to grow. 4
- I love that idea from Lou Engle: Each of us is God's dream wrapped in flesh. When we grab hold of that, then it becomes about the stewardship of that heart and the stewardship of the dream that God's planted inside them. 6
- I am a servant leader. It is to serve. It is to make an impact on this world. Leave it a better place. How can I best serve God's people? 8
- Well, I had them wrong when I first started my business and when I first started in business. My priorities were 100% out of alignment. What I mean is I put all the things that the world

says make you successful as a leader ahead of what makes you a true leader. And now, for me, my priorities for leadership are taking care of my relationship with God and spending time with Him, my source. Taking care of my family, keeping them at the forefront, and then showing up for my team. Before, my home was falling apart. There was no relationship with God, and I wasn't bringing my best to my team. I also didn't understand when they wanted to focus on things for their families. I lacked empathy as a leader for people trying to take care of their home life. It was horrible. But I didn't. I had no empathy at all for that. It was like, "What do you mean you're not putting business first?" And there are times, I will say this, there are times that the business needs you more than the family, and there are times that the family needs you more than the business. And being able to recognize those times and have that balance and having the right priority order is huge for leadership. 10

- The safety of the future of everybody involved, like my employees and loan officers. As a leader, I feel like I want to bring them down the right path that will be okay, that tomorrow is going to be safer for them. That's been very hard in the lending industry, especially over the last couple of years. Since COVID, we have had some good years, and now we've had some bad years. And so, as a leader, I know that I have some control over what kind of products we're going to have, what companies we are going to align with and work together with. I can help them hone their sales skills, work with them, coach them, get them into better positions, encourage them, and help them to have success. For me as a leader, I want everybody underneath me to also have success. 12

- My family, as a leader, and God first, right? But as far as priorities, I'm very clear that every summer, we're not here. I'm with the kids, fall break, spring break, whatever it is. So, my family is first, and everything else comes after that. 13

- After God and family is the development of our team members to enable their visions. 13

APPENDIX E: INTERVIEW DATA OF MILLENNIALS AND GENXERS' LEADERSHIP STYLE OR PHILOSOPHY

Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom: TRAILBLAZERS

- Seek first to serve others. 2
- I ask people what they need and try to meet their needs, whether it's something I can do or connect them with someone who can help them. 2
- Someone once told me that the best style of a business leader is to be a benevolent dictator because it's the most efficient way to run a business. You don't have to get the votes of anybody else. It's efficient but also benevolent. You're the leader. I mean, the buck stops with you, but you care very much about everybody. You oversee, supervise, and lead, and it works well, as long as your heart is and remains in that place of wanting their happiness to be your top priority. 4
- My philosophy is the stewardship of hearts. That idea was crystallized by an encounter with the Lord at a military cemetery in Luxembourg. I had just gone on this forty-day tour of castles and cathedrals all over Europe. The Lord had me trace the life of Joan of Arc, and I ended up at the cemetery at the foot of General Patton's grave. I looked out over 5,000 white crosses, and the Lord said to me, "I don't need you to lead like Joan of Arc, and I don't need you to lead like Patton. I need you to lead like April. Remember that each of these crosses represents My dream wrapped in flesh." 6
- Same as my leadership priorities: It is to serve. It is to make an impact on this world. Leave it a better place. To always be thinking about how I can best serve God's people. 8
- Always put my best foot forward. 8

- My leadership style depends on the people I'm leading, and so it's not a one-size-fits-all approach to leadership. I believe that leadership is being able to recognize the people that you're leading and what they need in that moment and become the leader for them. I'm not a chameleon by any means. I know who I am and have a solid foundation, but I'm confident enough in my leadership skills that I'm able to evolve and adjust. Sometimes, you have to be tough, and sometimes, the situation calls for you to have more empathy and be kind. Recognizing the needs of the situation and what the team needs is the type of style I bring to the table. 10

- My leadership style is more of a mentor. I hate being micromanaged, so I don't like micromanaging people, either. I tend to say here's the problem, and I've hired you because you're a solutions person, and you're more organized than me, so I'm going to hand you this problem, and I would like you to try to find a solution to it. If you hit a wall, come back to me and we'll brainstorm it together. I feel like my leadership style is to empower other people around me to be their best. We use the StrengthsFinder assessment tool on each person that we hire, and we just try to determine where they fit as part of the team. What are the best things that you bring to this team? And I'm going to get out of your way and let you be your best you. 12

- Servant leadership and mentoring others. 13

APPENDIX F: INTERVIEW DATA OF MILLENNIALS AND GENXERS' FAITH AT WORK PRACTICES

*Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom:
TRAILBLAZERS*

- All Tenfold employees and members have a female corporate chaplain available 24/7 for care and support. 2
- We communicate our missional goal with our Big Visionteam, which is to grow our business to help fund more family adoptions. 2
- Joe and I each have a CEO group with other Christian men and women, respectively, that we commit to attending every month. We spend one full day a month working on our business versus in our business alongside other business owners to share best practices and support each other. 2
- I look for opportunities or permission to go deeper with people than the surface. I ask people how I can pray for them. I pray with and for the people I work with and those I want to work with. 2
- I've also hosted Bible studies in our office, prayed with clients as part of our business meetings, pointed people I meet to Christ when they ask me questions, hosted Christian events and church services in our space, read books with team members seeking God or answers to their purpose in life. (I always recommend C.S. Lewis's book Mere Christianity) 2
- It's been an evolution. Faith has always been an important part of me and my leadership. But from a firm standpoint, I've always been very aware that other people have different

opinions, and I have always been concerned about alienating other people and not wanting to offend them. My faith was kind of an afterthought in some ways with the business. I have a Christian Bible verse on my conference room wall and my website, but that was the extent of it for a long time. Only in the last six months have I decided to lean into my faith in a greater way. In the business, I redid my website with the new slogan, “Work hard. Pray hard.” It has a picture of me kneeling in prayer by a cross. 4

- I have done social media posts that were very clear and described me as an unapologetic Christian. That stirred up quite a bit of controversy, but I am being much more vocal about my faith than I ever was before, and I feel much more content now. In the past, I felt like I was hiding. I was hiding who I was, not being true to who I was. And also felt convicted because I would read the stories of Paul and how he was just always on the front lines of his faith, being persecuted and imprisoned, beaten, and ultimately killed for his faith. And I'm thinking, “Man, what the heck am I doing?” Well, I chose to be on the front lines now. 4

- Every day starts with quiet time, and then there is an abiding with Him that happens throughout the day. If I have questions about how to handle a situation in my business, whether it's with a client, a new project, etc., I ask questions. And then I Listen for answers. I write down what I'm hearing. I also ask for confirmation. 6

- I also pay attention to grace and flow. I look for the easy yoke, and if I encounter resistance, I check to see if it's something I need to persevere and press through or a sign that the grace has lifted and I need to stop for now. I aspire to “dance to the unforced rhythms of grace.” 6

- The other thing that I do is pray for people in my business, the new connections, and people that I'm doing business with. I pray over opportunities, praying for God's best and for His purposes to be accomplished. I also have an intercessor on staff as well. Just to clarify, I don't pay for the prayers, but I pay for the intercessor's time. And that has been an incredibly

worthwhile investment over the years, having everything covered in prayer! 6

- Well, based on what I'm doing now, it's now the same. Because forgiveness is the most Christ-centered message that is interwoven into what I do every day. In terms of practices,

I get up by six or six-thirty every morning when everything is quiet. I now live in a suburb of Connecticut, where I'm surrounded by nature so I get to wake up to mountains every day as my backdrop. God gave me the mountains. And there is a high tower, a fortress that sits on top of those mountains that was built on a 40-year promise of love by a husband to his wife back in the early 1900s. So, I'm reminded every day that my loving Father is with me, my fortress and my strong tower. 8

- I do a gratitude walk every morning, sometimes by myself, sometimes with my husband, and then we'll have our devotional time together. I'm in a season right now where I set myself apart, so I go out on my own, and after I do my walk, I sit down and do my Bible study. I have an amazing book of daily devotionals that I highly recommend. It's called I Hear His Whisper by Brian Simmons and Gretchen Rodriguez. Simmons is the lead translator of The Passion translation of the Bible, so you can imagine the words in this book feel like a warm, loving hug every day. Phenomenal! It always seems to speak to me right on time. 8

- As I mentioned, I'm a big proponent of gratitude, and God loves gratitude. The practice of gratitude and gratitude journaling is good for our minds, our bodies, and our souls. It rewires our brains to look for the good even when we are in the darkest, most difficult times in our lives. So, even when life is hitting you, you can still find the light. There is always something we can be grateful for. I also write a two-way journal and document what God is saying to me. I record what I discern, His downloads, and my reflections each day. 8

- First of all, integrating faith and work, to me, is walking the talk. It's not having the Christian bumper sticker and flipping people off when you're in the car by yourself. That's number one. Integrating faith and work for me also is staying in touch with the Bible. Making sure I'm staying connected in prayer with the Lord. Growing closer to God is a big part of it, not just going to church on Sunday. I don't believe that I'm going to be able to integrate my faith at work when I have no prayer life, no reading life, and no connection other than that moment with God on Sunday. 10

- Being in a good community of leaders that have the same values that I have. I think there's another thing about integrating faith and work that I find very beneficial, and that is not to be afraid to talk about God everywhere I go, including opportunities in the workplace. When you live with God as your life's center and focal point, people will want to know what's different about you. You know, even just talking to somebody on the phone, there's just a different texture and tone and brightness in your voice. It's because you're a follower of Christ, and being willing to say what's different about you, and being ready and prepared to share that moment with somebody, to tell them why you are different and what is different, to share your testimony, or just even to share the name of Jesus in a situation. That's huge. Because if somebody's asking you what's different, why you acted a certain way, it's your greatest opportunity to share the love of Jesus Christ, right there. 10

- I know that there are a lot of Christian business owners who pray each day with their team, but I don't feel like I have an atmosphere where we can do that in my company. When somebody's going through a hard time, they all know where I stand. They know that I'm a Christian. I talk about God all the time. I'm witnessing it all the time, and if they're going through a difficult time, I'll say, "Hey, can we go into the conference room, and can I just pray over you?" And they usually respond to that in a positive way and they're open to that. We do have devotions like

Jesus Calling by Sarah Young or God With Us by Max Lucado. Sometimes, we're just going through a crazy, stressful spell and I'll ask if it's OK to do a quick devotional before we start the meeting. And I feel like that's a way that I can kind of get God into the mix. And we've had times when we've gone through tough times, like during COVID, and we were doing devotions every day. As employees come and go, sometimes it makes it a little harder to work that back in because you have that sensitivity of "Do you believe in God?" But as much as I possibly can, I integrate God into my business. If I have the opportunity to hire somebody who's a Christian and will have a good influence on people, too, then I do that. I appreciate my Christian business partners, and I love doing business with them. More than anything, I want to be salt and light. 12

- I feel that technology and media are so powerful, and I use those things to showcase God in my life. Because, in reality, I'm able to travel and have this amazing life because of God. So, going back to really glorifying God and everything that I do now, do I do it all the time? No, but people can see God in between. It's an advertisement in between the messages I post that it's God. 13

- Before the pandemic, we would have monthly meetings in person, and we would watch a sermon together at the beginning or end of a meeting. 13

- Today, when I coach my agents, I ask them where they're at in their spirit (one of four areas we coach on). These four parts are physical, financial, spiritual, and personal. As far as faith practices, spiritually, I find out where they're at in their relationship with God, but also, just as an example, whatever they're going through, regardless of what their beliefs are, I won't allow it to stop me from giving them a spirit-led message. Whether it's a sermon or a Bible verse, they know who I am and what I believe in. So, I don't dance around it and say, "Oh, they're not

Christians. I won't send them this Bible verse.” My team knows who I am and what my beliefs are, and I don't push it on them. I will share it. And then, I'll ask them, “Do you want to pray?” Or “I feel what you were going through today. This is a Bible verse for you”, or whatever it is I am being led to share. And they can either decide to leave the team or stay, right? Or they can get into a closer relationship with God, whoever that is for them. 13

APPENDIX G: INTERVIEW DATA OF BABY BOOMERS' PERSONAL AND/OR BUSINESS VALUES

*Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom:
TRAILBLAZERS*

- Our mission at GWW is that those in need of solutions are connected with the people, processes, and technology that make water work. 1
- My values were and are transparency, impact, faith, relationships, and growth. 1
- Give generously, above and beyond, and always speak life-giving words of encouragement. 3
- Integrity, honesty, and customer first. I want to say customer service. Getting involved and understanding and caring for your customers in a way that you become a part of their business. You become a partnership, but you know you have to care for your customers, and they know you care for them and that you're willing to work hard, and sometimes you have to pick up the phone on a Sunday. Sometimes it's not always easy, but you're there for them, and you take care of them, you service them. I think there's a big difference between customer service, day to day maintenance of a customer, and you taking care of your customers in the tough times. 5
- Integrity, honesty, and dedication to helping others. 7
- "The fear of the Lord is the beginning of wisdom". Proverbs 9:10 As God's image bearer, I desire deep faith, deep understanding of a thing, and deep wisdom. Wisdom, in an earthly sense, is knowing what to do, think, and say. Wisdom, in the spiritual sense, is knowing Christ. When we know Christ, we have the Holy Spirit indwelling us. He gives us light where there once

was darkness. 9

- Purer values, such as seeking high truth (God's ways), can only be based upon the depths of understanding and wisdom. While non-believers can possess many of these attributes, they will always "hit the wall," for they cannot fully and completely understand that; the source of their understanding is God alone. Nonetheless, they will reap the benefit of following God's laws without knowing the source of it. This is because God blesses his Word to all who obey it. 9

- Finally, the one who has a "fear of the Lord," from what I can deduce (scripture interpreting scripture), is the person who is now saved, once not having been saved. Now, the saved one has full context of their once lack of fear of the Lord, the disobedience of shaking their fist at God. And yet, God extends salvation out of mercy to that same one. It is utter reverence for the only source of our hope. My values are fully entrenched in the fear of the Lord. 9

- Servant leadership is important to me because I believe everything we have belongs to God; serving others as leaders is part of how we glorify Him. It's all His in the end, and I am a steward. He has entrusted me with this business and other leadership roles in my community. He's entrusted me to be a good steward to my employees, the community, my investors, and my customers. I know that it's God who does the heavy lifting, and we're just called to be obedient. I try to make the best decisions that I can with the information I have and then let God be God. 11

- It's also important to me that I have a close inner circle where I can be totally candid and work through decisions I need to make or issues I need to address. 11

- Whether it's business or personal – I care. I care enough to show up when it matters, I care enough to celebrate the success of others, and I care enough to help when life goes sideways. 11

- Service customers beyond their expectations. 11

- Our business core values are integrity, accountability, excellence, and generosity. And those are how we run the business. They are the same personally and the values are Kingdom values. That's honoring God based on how the Holy Spirit leads us to run the business. Those are Kingdom principles or Godly principles, and the right values. An example of that might be how we treat a disruptive employee. The worldly answer might be to fire them because they've done something wrong, so how do you handle that from a Kingdom perspective? Do you try to work through and see that they're a person who God has a plan for? You can try to work that out if they're willing to make it work in your culture, or you can just kick them out and go down the road because you have a right to kick them out. Kingdom business is harder upfront. The amount of effort is greater because now you have a disciplining process you have to walk through with the person. That takes extra time and effort and sometimes a good deal of prayer to find the right direction. It's easier to just let them go. God may call you to go to the court hearing for one of your employees who has been in trouble and fight for them before the judge to help them get back to work after months in jail. And to help pay their legal bills because you value them as a person and not just as your employee. That's the difference in values of a Kingdom business. 14

- God first, family second, and serving third. Or said another way: God, One Another, Others. Integrity and honesty. 15

APPENDIX H: INTERVIEW DATA OF BABY BOOMERS LEADERSHIP PRIORITIES

Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom: TRAILBLAZERS

- To develop future leaders. I don't have a desire to have visibility. We work on creating a community that can be sustained and created in a way that anyone else can run with it. We're prioritizing four different aspects of the business, ensuring open access to all ideas and technologies so that every group can have access to water-use technology smartly and avoid waste. Thirty percent of water is wasted. This is an important point for the water sector and there is also waste and duplication of effort. The reason Global Water Works exists is that every water group is siloed. Every city has a sustainability or water group, there's an EPA for every state, and many utility and government departments. If people can't see all the activity going on in water across the globe, they end up recreating something. Many of the tools they need already exist. And so Global Water Works is like a library concierge of any type of water association or water process. 1
- To help people connect with their true identity in Christ and do whatever they are called to do from that place because when we do, all of us get the best of each other. 3
- My style has always been knowledge. The more I can learn about the industry that I'm in and apply that to the rules that are set out by the governing bodies, and understand how that relates to my customers. That makes a difference. Everywhere else I worked, they would look at the postage discounts and they would say, "Okay, how can we work this? So I make this much money, and the customer makes this. What's in it for me?" I try to work the other way around. It's like, if I take good care of my customers, and they succeed, and they save a lot of money, I'm going to make money, and they're not going anywhere. My first customer, whom I've had since day one, sold his company for thirty million. The mail program that was

put in place was a huge part of that sale. We still manage the company that he sold. Three years after he left, he started another line of business, and he came to me and said, “I want you to manage the mail side of my business.” And that's because he knows who took care of him. 5

- As a leader, listening to others, being strong, standing by your principles, and always trying to guide and coach others. It's so easy to tell people things, but they don't always hear you. So, if you can guide them, it's so much better. 7

- Helping others by asking questions so that they begin to see what the reality may be, or what other possibilities there are. That they don't have to be stuck in one way of thinking. Helping them to think for themselves, versus you always being the person who answers everything because you're not always going to be there. 7

- I must rely on five things when evaluating a matter. Is it good? Is it fair? Is it just? Is it right? Is it wise? The five questions are a prism and lens through which I view a matter. The prism is foundationally created in scripture and faith, by which I must judge the veracity of possible conclusions and decisions. 9

- My priorities are God, my family, business, ministry, and people. Those are all God's priorities for me in the way that I Order my day. They are the same in business because it's about what God is saying for the business to do. But what is God Saying about the people, and their families, and the business itself? 14

- I think about other priorities that I make personally; my time with God and my family, exercise, and having fun. And we do that at Evans. We laugh and have fun. I'm called the biggest prankster at work. I like to play jokes and pranks, and we have fun working together. 14

- To glorify God in all I do, and to execute in excellence as unto Him. 15

APPENDIX I: INTERVIEW DATA OF BABY BOOMERS LEADERSHIP STYLE OR PHILOSOPHY

*Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom:
TRAILBLAZERS*

- I participated in a leadership study recently, and I was “the happy dancer”, the person who hopes to make life easier and more fun for others, connecting them with resources that can help them do more and be encouraged. My style is to listen, explore what they have an interest in, and then find something for them to do that is going to be meaningful to them so that they can see how they can lead through the Global WaterWorks platform and be supported by it, rather than us trying to change anything that they're doing. 1
- I love encouraging people to use their gifts. Unearthing the giftmix and the special talents and abilities that the Lord has wired into each person is something I really enjoy. I ask the Lord to show me the gold in each person. And then I declare those qualities out loud with words of encouragement. I show interest and ask thought-provoking questions designed to help that person see the applicability of their gifts. It brings me the greatest joy ever when I see someone stepping into their destiny, their unique calling. You can tell when it happens because the glory of God shines through when someone is operating in what they were meant to be and do. 3
- I am a steward of God's business. And that's the philosophy and the leadership by which I lead it. It is integrated, not a Christian shellacking. 5
- I have realized, as time has passed, that when I'm sitting in a board meeting listening to the discussions, I'll raise my hand and say, “I think we need to do this, or I think you need to consider these things.” I have realized they often look to me to make the final decision or put things together, and my advice is often the route they take. I think it does come down

to me listening first, trying to be fair with all, considering the long term effect, and giving guidance that makes sense. And I Think the bottom line is always to have good, common sense. 7

- My core desire is to push other people to the point where they can truly “fly”. I want to see them as unencumbered by things of this world as possible. For me to succeed, a person must trust that I truly have their best interest in mind. Sometimes, they have been referred to me, and the trust is immediate. Sometimes, they research my work, accomplishments, family and professional life, etc., and conclude they can trust me to the extent possible until I can demonstrate factually for them. Sometimes, we “hit it off”, and there are even times when a strategic alliance is not wise at all if goals are misaligned. That’s fine, too. God presents many opportunities and allows us to create opportunities. The outcome is up to Him. 9

- Since H2O Connected is an early-stage company, my leadership style is very horizontal. There is very little hierarchy and a lot of collaboration. As the company grows, I know that it will need to evolve; there will need to be more layers of management, but it’s important to keep information flowing so that everyone feels like they are a part of the team. Sometimes my best insight comes from people in entry level positions. Also, nothing breeds discontent and a toxic culture like employees who feel like they are always in the dark. We are proud of what we do. We create innovative, excellent products that improve the lives of our customers. We create what no one else has ever done. 11

- I asked my team because it's funny how you don't know what you want to say about that. We talked about how I approach things. My philosophy would be business IS ministry. It's not

separate from my lifestyle. It is a Kingdom lifestyle, and I live it out loud at Evans. Our faith is loud. It's out loud. That's a philosophy, not a leadership style. I will also say I believe I am democratic, valuing and hearing input, collaborating, and transforming. I definitely challenge the team, and I encourage them also, with rewards and things for how well we're doing. But I'm slow to judge, and I bring a lot of grace to situations. 14

- I ask a lot of good questions before I judge anything. I think I've learned that from making decisions too quickly by not asking enough questions. I might think I'm making the right judgment and realize that somebody didn't dig deep enough to find out what was really going on. So, I've developed a style of grace to situations because I'm accountable to God for how I handle this employee or company situation. And it's sobering. There's a sobering accountability to God when you're in leadership. If you are going to discipline somebody or fire them, you're the judge over the situation or the judge and jury. There is a scripture the Lord spoke to me concerning our accountability as leaders; 2 Chronicles 19: 5-11: "Consider carefully what you do because you are not judging for man but for the Lord..." 14

- My leadership style is direct, challenging, and flavored with humor. It is influenced by my spiritual gifts, personality, and the needs of the project and the people I am leading. 15

APPENDIX J: INTERVIEW DATA OF BABY BOOMERS' FAITH AT WORK PRACTICES

Numbers at the end of each data point refer to the Chapter number in the book Threads of Wisdom: TRAILBLAZERS

- We have integrated a prayer group into Global Water Works every Tuesday morning. We have a group of pastors from Africa and faith-filled members of the community. But Frank and I pray regularly for our partners and prioritize mentioning God's role in water. We may tone that down a bit for our international work, as we would like to see solutions implemented in Pakistan and India, where they're hostile to Christians. So, we've learned from our partner companies that they don't speak about God or faith on their website. 1
- Journaling, asking God every day for what to do, what are the top three things, and listening to Him. Then, checking in at the end of the day and reminding myself of the ideas that came up through Him. That's a newer practice I learned through a woman named Diana Larkin. She has a video blog called The Watchman's Journal on YouTube. It provides incredible knowledge about hearing God's voice. 1
- I study Scripture almost every day. I live a lifestyle of prayer. I forgive quickly. I also seek to love the way Jesus loved. That Last one is really challenging, and it will take the rest of my life to try to get it right. I talk with other believers about what they are learning in the Word and how God has shown up in their everyday lives. I work on listening for and hearing the voice of God through the many different ways that He speaks to us and through us. I pray in tongues especially when my natural mind is at a loss for how to pray for a given situation. 3

- I don't know. It's so intertwined that it's hard to say. Everyday This is what I do, and this is because I just think it's that deep belief and understanding of who God is, the identity that He's given to me, and it's hard to separate. I just think it's so intertwined that, for me, it's almost like it cannot be separated. 5

- I pray before talking to a new prospect. That is probably one of the areas where I'm constantly knowing that He's there. But I could be better at that. 5

- You have to take care of the business. You can't sit in a corner and not do something and expect that God's just going to say, "Here's this business. Blah, blah, blah. It's going to grow every year." I mean, there's a tremendous amount of work that goes into that, and knowledge and understanding, etc., but you have to be willing to take the gift that He's given you, which I believe I've done successfully because I just kind of fell backward into data. I fell into the mailing industry. And I love it. It's just part of me. If I don't know where that comes from, then it doesn't make any difference. It's just, it's just knowledge. So it's kind of like knowledge without faith. What do you do with it? 5

- Everybody here knows that both my business partner and I are women of faith and that everything we do is predicated on that. We started this company to take high-level care of underserved people. And we've learned that that can be in the capital of a state or rural locations that otherwise would not have this type of care. The goal was to take care of those who couldn't get Maternal-Fetal Medicine otherwise. I think all the staff realize this is totally because of our faith. We both feel that God called us to do this. Many times, when things have been really hard, and we're trying to figure out where we go next and what we should do, we've had to realize that God is our business partner, and He has guided us. He has opened many doors. It doesn't mean it hasn't been hard. It doesn't mean that we haven't worked like crazy. It doesn't mean we haven't

sacrificed enormously, but we have been successful and gotten it to the level we are at today with His help. 7

- We walk our talk. When we have a patient who's in recovery from drug addiction, she knows we are here to support her. For example, one of our patients got a house to rent, the first house she'd ever had. Her husband was in jail. We found out she had always slept on the floor. So, we helped her get a new mattress. The next time she came in, she said, "Oh my goodness, I'm so excited to have a bed. I've never had one before". We try to meet people where they are and help them where they are because so often, even though you do this every day, you don't always realize how people are actually living. 7

- We appropriately share our guiding principles with employees, partners, and clients. 7

- I pray every morning, I pray every night, and sometimes many times during the day. I am faced with many challenges in what we do, especially dealing with obstetrics and dealing with women who are pregnant. While we see the miracles that occur every day in this specialty, you also see, sadly, the underbelly of society. Indeed, sometimes, you have to deal with the terrible stuff. 7

- Depending on the scenario, I'm not afraid to talk to patients more empathetically if that's what is needed, and I am not afraid to share my faith if that is appropriate. 7

- I pray a lot, read and study scripture, have fellowship with like-minded Christians, seek ways to love people where they are and attend my church to hear the word and worship together. At night, I listen to a few sermons. 9

- Every moment of every day, I think about Jesus, the work of God being done by millions of fellow believers worldwide. I've learned to be "desperate" in a God-honoring sense. Without Him, I am altogether lost in every way. 9

- My faith is a big part of who I am, so it pretty much shows up everywhere. It's not something that I talk about all the time. It just comes up in conversation. People just know. In conversations, somebody will say something, and I'll say, "That's interesting...did you know the Bible actually answers that question or deals with that issue?" First Peter 3:15 says always be prepared to give an answer for the reason for the hope you have within you. Giving an answer presupposes there are questions. So, my prayer is, Lord, if you want me to open my mouth, please get somebody to ask the question. He often takes me up on that request! 11

- It's important to vigilantly watch our behavior when things are going wrong. We live in a fallen world. Tough stuff happens, and people watch to see how the Christian is going to handle her challenges and disappointments. It's something I keep in the back of my head. I'm not perfect. I have my moments, but knowing that people are watching inspires me to be an example. If we are going to talk the talk, we must walk the walk. 11

- I say to leaders, to find a committed prayer group to pray for you, your business, and your family. 14

- We have our weekly devotion every Wednesday, and we've had it for almost thirty years. Every Wednesday, we pause and stop the plant from running. The employees have a choice to come. It's voluntary, so you can come if you want to, but you don't work at that time. And so, for thirty minutes every Wednesday, we have a guest pastor come in, and we also have ministers that work with us as employees, and they get to speak a devotion. We do praise reports and prayer requests. We pray for people. We open our meetings with prayer. 14

- Anytime I get the whole plant together, I pray over them before we leave. I don't know if they're all believers or not, and we don't force them into anything. We just pray over them. We worship in the plant with loud music just before devotions. Sometimes, we'll take some guitars out and worship after hours on the plant floor, just glorifying God. I'm often walking the plant to pray over what's going on out in Evans and speaking declarations over what should happen there. 14

- I have a prayer closet, a literal one that is at my office that I go into to pray. I think that's important, "But when you pray, go into your room, close the door and pray to your Father, who is unseen. Then your Father, who sees what is done in secret, will reward you", Matthew 6:6. And I have a work journal that I journal to the Lord. I have a personal journal where I write to the Lord, but I write in my journal for work that I keep separate, and it helps me see what God's done but also helps me pour out my heart to the Lord (Psalm 62:8), especially in difficult times. I don't make any big decisions without journaling before the Lord what the issue is. 14

- Daily time in God's Word, meditating, memorizing the Word, and making declarations over our people. Those are lifestyles that I have incorporated. And I do the very same things here at work that I do at home, and that's the difference to me. 14

- As we've grown in Kingdom business, I don't hold back the things that I can do regarding faith. I'm not forcing anybody to join it. They know when they come here that it's a Christian business. You don't have to work here. But also, we don't make people feel like they're less than if they aren't believers in Jesus. That's right. I want them to come to their own decision, but I also want to do everything that we can to help them experience more of who God is. 14

- I start every day in my prayer closet with worship, then prayer, and asking the Lord what He wants me to do or know everyday. 15
- I stop and ask questions of the Lord and Holy Spirit during the day, “Is there anyone you want me to call?” “What can I do for you?” “What do you want me to do next?” 15
- I have a statement at the top of my prayer sheet that says, “I’m living the God life, and I add value to everyone I meet, and point them to Christ.” 15
- Every call and business meeting starts and ends with prayer. I will often pray before I call or step into the meeting. 15
- I pray for upcoming meetings, goals, and my clients' goals and visions. 15

APPROVAL SHEET

The Common Characteristics, Characters, And Practices Of
Christian Women In Business Leadership

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Read and Approved by:

Chair

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ABSTRACT

THE COMMON CHARACTERISTICS, CHARACTERS, AND PRACTICES OF CHRISTIAN WOMEN IN BUSINESS LEADERSHIP

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Keywords: Christian leadership, Christian businesswomen in leadership, Christian women in business leadership, Christian women leaders, Christian women in business

This thesis explores the often-overlooked yet significant presence and leadership impact of Christian women in the American business landscape. Despite their increasing visibility through literature, media, and public discourse, there remains a distinct gap in formal research documenting their leadership values, practices, and experiences. Addressing this void, the study undertakes qualitative research through in-depth interviews with fifteen Christian women leaders across three generational cohorts: Millennials, Gen X, and Baby Boomers.

The core aim is to uncover and analyze the shared characteristics, character traits, and leadership practices of these women, shedding light on how their faith informs and drives their leadership in business contexts. The guiding research questions examine their personal and business values, leadership priorities, leadership philosophies, and faith-at-work practices.

The research employs grounded theory and feminist theological frameworks, considering the intersection of Christian belief, gender, and marketplace leadership. Data collection was conducted through hour-long video interviews, later transcribed and analyzed for recurring

themes. The participants were successful founders, CEOs, attorneys, and organizational leaders, with generational cohorts examined both individually and collectively.

Findings reveal several striking commonalities across generations:

- **Integrated Faith and Leadership:** Christian women in business do not compartmentalize faith from work. Their personal values—rooted in the fruits of the Spirit, love, servant leadership, and biblical principles—are seamlessly embedded into their business operations and leadership style.
- **Leadership Priorities:** The top priorities cited were spiritual alignment with God, service to others, development of staff, and the emotional and spiritual well-being of employees and clients. Unlike traditional business metrics, these women measure success through relational and spiritual outcomes.
- **Leadership Style:** Their leadership is marked by encouragement, active listening, collaboration, coaching, and stewardship—traits frequently associated with a "web" style of leadership, as opposed to hierarchical models. This style is both relational and transformational.
- **Faith Practices at Work:** These women practice their faith overtly and subtly through prayer, Bible studies, visible faith-based messaging, spiritual coaching, and reliance on the Holy Spirit in decision-making. Faith is both a private compass and a public testimony.
- **Character Formation:** Integrity, transparency, excellence, and obedience to God are consistent traits across all generations. Their leadership stems not merely from skill but from a deep character shaped by their ongoing relationship with Christ.

- Business as Ministry: Most participants viewed their businesses as vehicles for ministry and Kingdom work, echoing theological constructs such as “Business as Mission.” They consider themselves stewards of God’s enterprise and partners with Him in the marketplace.

The study affirms that Christian women are not only present in business leadership but are uniquely equipped to influence their environments through a Christ-centered, service-based, Spirit-led model. The implications are significant for both theological discourse and practical leadership development within Christian and secular organizational structures.

By documenting the voices and practices of these women, this research provides a critical foundation for future exploration, mentorship development, and ecclesiastical acknowledgment of the important role of Christian women leaders in business. The findings argue persuasively that these women are not just capable leaders but are called and anointed by God to serve in this capacity, often multiplying their spiritual impact through their professional influence.

VITA

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PERSONAL

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EDUCATION

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CERTIFICATES AND LICENSES

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MEMBERSHIPS

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PUBLICATIONS

Mendez, Caroline A., *Threads of Wisdom: Christian Women CEOs and Their Best Advice for Glorifying God at Work*. Book 1 of 4: Threads of Wisdom Series. Duluth, GA: Caroline A. Mendez, 2017/2023.

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